

A UNITED STATES  
DEPARTMENT OF  
COMMERCE  
PUBLICATION



# HELPING THEM TO HELP THEMSELVES



U.S.  
DEPARTMENT  
OF  
COMMERCE  
Economic  
Development  
Administration



Cover photographs show how  
the Economic Development Administration  
helps citizens create new jobs  
in their home communities.

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# **HELPING THEM TO HELP THEMSELVES**

MAY 1972

U.S. DEPARTMENT OF COMMERCE  
Peter G. Peterson, Secretary  
Robert A. Podesta, Assistant Secretary  
for Economic Development

## FOREWORD

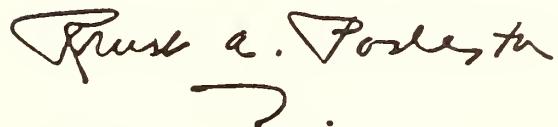
Each day that a man or woman is out of a job represents a separate defeat for family and community. And so President Nixon has pledged the full powers of the Federal Government to help communities develop all their available resources to stimulate the growth of jobs and incomes.

The stories in this booklet detail, in small part, the efforts of a Federal-local partnership to help people in communities of all sizes—from crossroads hamlets and villages to towns and large urban centers.

They explain the programs of the Economic Development Administration, which are tailored to uncover the potential for developing jobs which every community must have to stay alive.

In some cases, they tell how a professional survey has produced new employment, or how a major new business installation has helped to provide the needed source of work. In others it has been the simple extension of sewer and water facilities that has attracted new industry and jobs.

Common to all of the stories is the partnership role played by EDA, which is to help communities to serve their people by creating jobs and raising family incomes locally, which is where the job must be done—"Helping Them To Help Themselves."

A handwritten signature in black ink that reads "Robert A. Podesta". The signature is fluid and cursive, with a small horizontal line underneath the "o" in Podesta.

ROBERT A. PODESTA

Assistant Secretary  
for Economic Development

## CONTENTS

|  | <i>Page</i> |
|--|-------------|
| Riceboro, Georgia<br><i>Producing Paper and Conserving Timber</i> .....  | 6           |
| Tacoma, Pierce County, Washington<br><i>Investing in Diversification</i> .....   | 10          |
| Wilson County, North Carolina<br><i>Long-Term Industrialization</i> .....  | 13          |
| Lummi Indian Reservation—Washington<br><i>Jobs Through Aquaculture</i> .....   | 20          |
| Gila River Indian Reservation—Arizona<br><i>Arts and Crafts Center</i> .....   | 24          |
| Indian Reservations—Alaska, Arizona, Minnesota, New Mexico, Texas, Utah, Washington<br><i>Business Development</i> .....   | 25          |
| Crow Indian Reservation—Montana<br><i>Tourism Boosting Economy</i> .....   | 28          |
| Gila River Indian Reservation—Arizona<br><i>Incomes Up, Welfare Down</i> .....   | 30          |
| Indian Intern Program<br><i>Interns in Industrial Planning</i> .....   | 31          |
| Northern Wisconsin Development Center<br><i>Counseling an Indian Entrepreneur</i> .....  | 33          |
| Mescalero Apache Indian Reservation—New Mexico<br><i>Balanced Tribal Development</i> .....   | 34          |
| Reservation Enterprise—Arizona, California, Minnesota, South Dakota<br><i>Indian Owned and Managed Businesses</i> .....  | 37          |
| Indians and Chinese<br><i>Minority Cultures Creating Jobs</i> .....  | 38          |
| Washington County, Maine<br><i>Regional High School</i> .....  | 39          |
| Williamsburg County, South Carolina<br><i>Regional Manpower Training Center</i> .....  | 40          |
| Brooklyn, New York<br><i>Coffee Company Reusing Incinerator</i> .....  | 44          |
| Savoonga, St. Lawrence Island, Alaska<br><i>Freezer Preserving Walrus Meat</i> .....   | 46          |
| Economic Development Council of Northeastern Pennsylvania<br><i>Reversing Outmigration</i> .....   | 48          |
| Minority Contractors—Atlanta, Georgia; Detroit, Michigan; Los Angeles, California; New Orleans, Louisiana<br><i>Expanding Minority Construction Operations</i> ..... | 51          |
| Pittsburg, Kansas<br><i>Site Attracts Industrial Plant</i> .....   | 52          |
| South Delta Economic Development District, Mississippi<br><i>Low-Income Housing Aids Storm Victims</i> .....   | 53          |
| Anchorage, Alaska<br><i>Expanding Port and New Business</i> .....  | 54          |
| Interracial Council for Business Opportunity<br><i>Guidance for Minority Businessmen</i> .....   | 56          |

|   | Page |
|---|------|
| Toa Vaca Dam, Puerto Rico<br><i>Conserving Water for Area Growth</i> .....                          | 60   |
| West Virginia State Parks<br><i>Recreation and Job Development</i> .....                            | 64   |
| Big Sandy River, Virginia and Kentucky<br><i>Venture in Interstate Travel</i> .....                 | 66   |
| Hawaii County, Hawaii<br><i>Water System Boosting Tourism</i> .....                                 | 68   |
| Kinston, North Carolina<br><i>Opportunities in Rural-Based Industry</i> .....                       | 69   |
| Ski Resorts and Skiers<br><i>Building a Growth Industry</i> .....                                   | 70   |
| Crescent City, Del Norte County, California<br><i>After a Tidal Wave, New Hope</i> .....            | 74   |
| Illinois State Regional Crime Laboratory<br><i>State and Community Cooperation</i> .....            | 76   |
| Commonwealth of Puerto Rico<br><i>Retraining Displaced Workers</i> .....                            | 77   |
| Gallaway, Tennessee<br><i>Development Corporation's Push for Progress</i> .....                     | 78   |
| Lake Barkley State Park, Kentucky<br><i>Attracting Visitors and Revenue</i> .....                   | 80   |
| Oakland, California<br><i>Container Shipping Terminal</i> .....                                     | 82   |
| Campton, Wolfe County, Kentucky<br><i>Jobs in Electronics</i> .....                                 | 84   |
| Breaux Bridge, St. Martin Parish, Louisiana<br><i>Public Facilities Helping Firms To Grow</i> ..... | 85   |
| Washington, D.C.<br><i>Building a Hotel</i> .....   | 85   |
| Homer, Alaska<br><i>A Community Diversifies</i> .....   | 86   |
| Visalia, Tulare County, California<br><i>New Acres for Industry</i> .....                           | 90   |
| Nez Perce Indian Reservation—Idaho<br><i>Skill Counseling and Work-Study Program</i> .....          | 90   |
| Washington, D.C.<br><i>Training Handicapped Children</i> .....                                      | 91   |
| Newark, New Jersey<br><i>Jobs for Inner-City Unemployed</i> .....                                   | 92   |
| Norwich, Connecticut<br><i>From Idle Land to Industrial Park</i> .....                              | 94   |
| Lawton, Carter County, Kentucky<br><i>Growing Mushrooms in Abandoned Mines</i> .....                | 96   |
| Alexandria, Rapides Parish, Louisiana<br><i>Housing for Displaced Farm Workers</i> .....            | 97   |
| Placerville, El Dorado County, California<br><i>Fire-Fighting Role of an Airport</i> .....          | 97   |

|  | Page |
|--|------|
| <b>Big Sandy Economic Development District, Kentucky</b><br><i>Implementing High-Priority Projects</i> ..... | 98   |
| <b>Catfish Farming Industry</b><br><i>Research Ups the Yield</i> .....                                       | 101  |
| <b>Van Buren, Crawford County, Arkansas</b><br><i>A Community Helps Itself</i> .....                         | 102  |
| <b>Louisa, Lawrence County, Kentucky</b><br><i>Mill Employs, Trains Farmers for Industry</i> .....           | 103  |
| <b>Coastal Area Economic Development District, Georgia</b><br><i>Program for Disadvantaged Youth</i> .....   | 103  |
| <b>Arkansas River—Arkansas and Oklahoma</b><br><i>Waterway Doubling Regional Growth</i> .....                | 104  |
| <b>Minority Business Enterprises</b><br><i>Fried Chicken and Trucks</i> .....                                | 106  |
| <b>New York City, New York</b><br><i>Puerto Rican Forum Loans</i> .....                                      | 106  |
| <b>Suring, Oconto County, Wisconsin</b><br><i>Advice for a Small Firm</i> .....                              | 107  |
| <b>Marlin, Texas</b><br><i>Reviving a Health Spa</i> .....   | 108  |
| <b>Clarksdale, Mississippi; Central Savannah River Area, Georgia</b><br><i>Public Service Careers</i> .....  | 110  |
| <b>Gloucester, Massachusetts</b><br><i>Old Industry, New Jobs</i> .....                                      | 111  |
| <b>Chicago, Illinois</b><br><i>Midwest Impact Area</i> .....   | 112  |
| <b>Elk River—West Virginia</b><br><i>Improving a Town's Water System</i> .....                               | 112  |
| <b>Puerto Rican Progress</b><br><i>Flourishing Commonwealth Industries</i> .....                             | 113  |
| <b>Sudden-Rise-in-Unemployed Areas</b><br><i>Conversion Creating New Jobs</i> .....                          | 114  |
| <b>Washington County, Maine</b><br><i>Rescuing Clam Diggers' Livelihood</i> .....                            | 118  |
| <b>Harrison, Arkansas</b><br><i>Industrial Park and Tourism—Partners in Development</i> .....                | 120  |

# Georgia Papermill Makes Economic Growth

## A Partner in Protecting the Environment



**FISH AND FOWL**—Many species of waterfowl live on the 650-acre waste-treatment lake maintained by Interstate Paper Corporation at Riceboro, Georgia. Migrating birds use the lake as a stop-over. Stocked with bass and sunfish, the lake provides a popular source of recreation for plant employees.

### Clean Water

The late morning sun was hot and bright, casting an intense glare over the green, pinewoods countryside of coastal Georgia. Through the tall grass trudged a burly, heavily tanned man, his back to the water. He held a fishing rod in one hand and a string of hefty bass in the other.

"It took me less than an hour to catch these. Last week I came out and caught pretty near a washtubful in no time at all."

He stopped and turned toward the water. "There's a lot of fish in there. It's the best piece of freshwater fishing round these parts."

He was referring to a 650-acre man-made lake that serves as the third and final stage of a waste-treatment system for a papermill located off U.S. 17 near the little town of Riceboro.

The first American papermill was established in 1690.

Rags and linen were the chief materials from which paper was made. By the mid-20th century, however, more than 90 percent of paper making fibers were derived from wood pulp.

The production of paper requires water—many million gallons of it each day at each plant. The papermaking process pollutes rivers and streams severely if mill effluent is not properly treated.

Scientists and environmentalists rank paper manufacturers among leading industrial polluters.

However, the trade publication, *Pulp & Paper*, reports that "expenditures for environmental controls are climbing rapidly and constitute a major, unprecedented financial and engineering effort."

A major innovator in the effective treatment of waste water has been the

The "lake" has a mean depth of 4 feet and a shoreline of about 5 miles. It is the largest waste-treatment facility of its kind in the Southeast.

The mill has been in operation for about 3½ years. During this time, more than 250 scientists, engineers, technicians, and members of the pulp and paper industry have come to inspect the site—particularly those facilities used in the treatment of industrial waste water.

"I don't think we're up with the best of them when it comes to cleaning the water we use. We *are* the best," declares Edward L. Hart, Jr., utilities manager at the plant.

He is speaking for the Interstate Paper Corporation, which began producing unbleached kraft linerboard in March 1968 for use in the manufacture of corrugated containers.

Interstate Paper Corporation, which operates a mill in rural coastal Georgia.

Paper isn't the only product at Interstate. The company has come up with some new answers to longstanding environmental and conservation problems . . . problems that extend well beyond the boundaries of the pulp and paper industry.

Interstate's \$27-million plant has been in production for fewer than 4 years. But during this period, the company's concern for economic progress has moved in tandem with its concern for environmental protection—demonstrating that "growth" need not be anathema to a naturalist and that "environment" need not be a stoplight to an industrialist.

The Interstate facilities were constructed and equipped with the aid of a \$6-million business loan from the Economic Development Administration.



Interstate Paper is a subsidiary of the Interstate Container Corporation, which has headquarters in New York City and is the largest producer of corrugated containers in the Northeast. Most of the linerboard produced at Riceboro is shipped to the parent firm's container plants.

Riceboro, located in rural Liberty County, is about 35 miles south of Savannah and 50 miles north of Brunswick—Georgia's major coastal cities and centers for industry, trade, and shipping.

The total cost of preparing the site and constructing and equipping the Interstate mill was \$27 million. The project was financed in part with a \$6-million business loan approved by the Economic Development Administration in mid-1966.

Various phases in the treatment of waste water at the Riceboro plant have been viewed as a prototype, a research and development center, and an example to industry.

Interstate Paper was the first in the industry to develop and apply color-removal techniques to waste water. These color-removal facilities serve as a demonstration model in water-pollution control for the Environmental Protection Agency.

The Interstate color-removal process represents a significant technological advance. Some scientists believe that when color in paper mill effluent is allowed to enter a stream, it hinders the natural process of photosynthesis—a process essential to plant and animal life. There is also a suspicion that the color bodies themselves can cause direct harm to aquatic life.

What is certain, however, is that the color-removal process also preconditions the effluent for more efficient application of the later stages of the Interstate waste-treatment process.

The waste-treatment process at Interstate consists basically of three steps:

(1) Color removal—Waste from the mill is mixed with hydrated lime (lime chemically combined with water). The lime interacts with the color in the waste water or effluent; coagulation results, forming minute particles of color.

(2) Primary treatment—After coagulation takes place in the color-removal process, the effluent flows into a settling tank called a clarifier, where the color

particles and sludge (consisting of other waste solids) settle. At this stage, the solid wastes are removed and pumped into two 20-acre lagoons for drying and storage.

(3) Secondary treatment—Clear overflow from the primary clarifier is channeled into the 650-acre stabilization lake. This is also referred to as an oxidation lake, because sufficient oxygen must reenter the effluent to transform it and make biological stabilization possible, that is, to make the water "whole" or biologically complete again, the way it was before it was used for the manufacture of paper.

(Waste is an oxygen-demanding substance, and when it is uncontrolled it takes from the water the oxygen needed to sustain fish and other forms of aquatic life. But if the proper amount of oxygen is returned to the water, two things happen: The waste is literally consumed by certain types of bacteria, and a natural life-supporting cycle is restored to the water.)

The effluent is stored in the lake for at least 90 days to allow for complete reoxygenation and biological stabilization before release into the receiving stream.

Interstate's waste-treatment process has proved so effective that treated effluent from the mill appears clearer to the eye than the water of the receiving stream—Riceboro Creek—a narrow tributary that flows into the North Newport River less than a mile from the stabilization lake.

The North Newport empties into St. Catherine's Sound off the Georgia coast below the millsit, a distance of less than 25 miles.

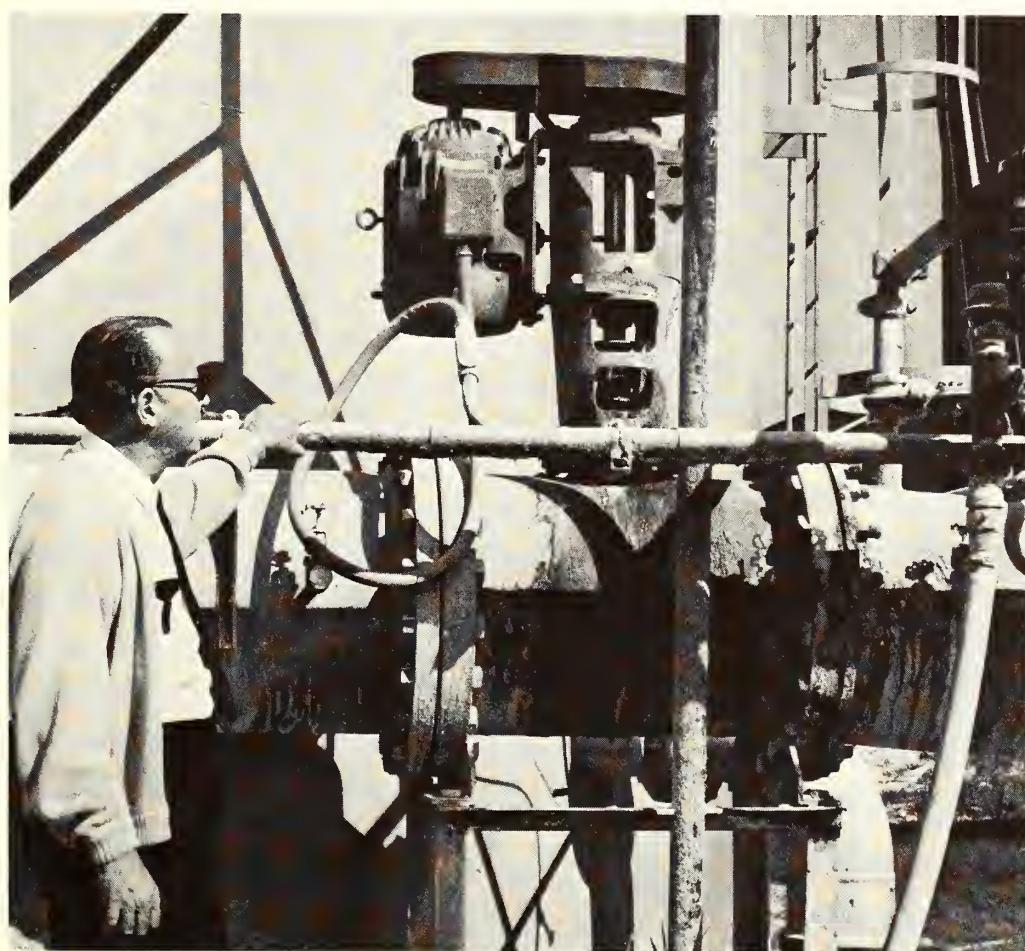
The Georgia Water Quality Control Board placed unprecedentedly high standards on the company when it granted a permit in 1966 to construct the mill. The action was taken to protect the marine life in the tidal waters of the North Newport River and St. Catherine's Sound.

Howard D. Epstein, president of Interstate Paper, assured the Water Board that year:

"Our performance and history will indicate to you that when we locate in a community we are there for the long haul. . . . We expect to remain in Riceboro for our lifetime. Our company is entirely in sympathy with the aims of your board. . . .

"At the beginning of this project, I instructed our own employees, our engineering firm, and our consultants that when designing the system for the treatment of our wastes, they observe not only the letter of the laws of Georgia and the community, but the spirit of the law as well."

The University of Georgia Marine Institute at Sapelo Island recently concluded a study that indicates that Inter-



**WASTE TO WATER**—Charles L. Davis, director of environmental protection at Interstate Paper, looks over part of the extensive equipment used to treat mill effluent.



state's treated effluent has no adverse effect on the shrimp, oysters, and other forms of marine life in St. Catherine's Sound and neighboring estuarine waters.

The U.S. Geological Survey also participated in the study, which was jointly sponsored by the Georgia Water Quality Control Board and Interstate Paper.

On another level, the Environmental Protection Agency (EPA) reports that "an important feature" at Interstate has been "the steps taken to reduce fresh-water usage and waste losses."

The EPA report, made last year, indicates that Interstate's process-water requirements—exclusive of cooling water—averaged about 9,800 gallons per ton of linerboard produced.

The industry average is about 25,000 gallons per ton of production, according to EPA.

Although the rated capacity of the Interstate plant is 400 tons per day, production averages 500 tons per day or 185,000 tons per year.

Water for processing comes from three underground wells. About 8 million gallons of water—including what is needed for cooling—are drawn daily.

Interstate hopes eventually to be able to recycle completely its processing water for continuous use at the mill.

All things considered, however, the 650-acre stabilization lake attracts the greatest attention from outsiders because the notion that game fish can thrive in a waste treatment facility seems to border on the surreal.

But thrive they do, thanks to the high quality of the water.

Soon after the mill facilities were constructed, the lake was stocked with bass and sunfish—perhaps the best known of America's fresh-water sport fish. They have grown quickly and multiplied, providing a popular source of recreation for plant employees.

The lake area, which fits naturally into the lush Georgia landscape, even doubles as a wildlife preserve.

A wide variety of water birds, including ducks, geese, egrets, and cranes, are common sights.

"A fish factory. That's what that lake is," says Ed Hart, Interstate's utilities manager. "We don't lower the level to the point where it might endanger the fish."

He recalls that the very first people to eat fish out of the lake were Interstate officials. The fish were served in the plant cafeteria.

"Nobody died," he laughs. "Fact is, everybody enjoyed his meal. This was our way of showing just what we were doing and how well we were doing it. And we wanted to make sure it was okay to fish that lake."

## Good Jobs

William J. Verross is a big, plain-spoken man who views administration as an "evil necessity" as he goes about his job in shirtsleeves at the Interstate mill outside Riceboro.

He is vice president of Interstate Paper and general manager of the mill.

Because of his position, he performs many different functions—from serving on the county hospital board to addressing Russian scientists and engineers on how the mill's waste-treatment system works.

His real pride, however, is his work force. Bill Verross avoids use of the

phrase "top management." He calls it misleading.

Verross considers every man at every level as pretty much his own supervisor.

Robot-type jobs don't exist at Interstate, he says, "because that's what automation is for."

How many unskilled or semiskilled jobs are there in the mill?

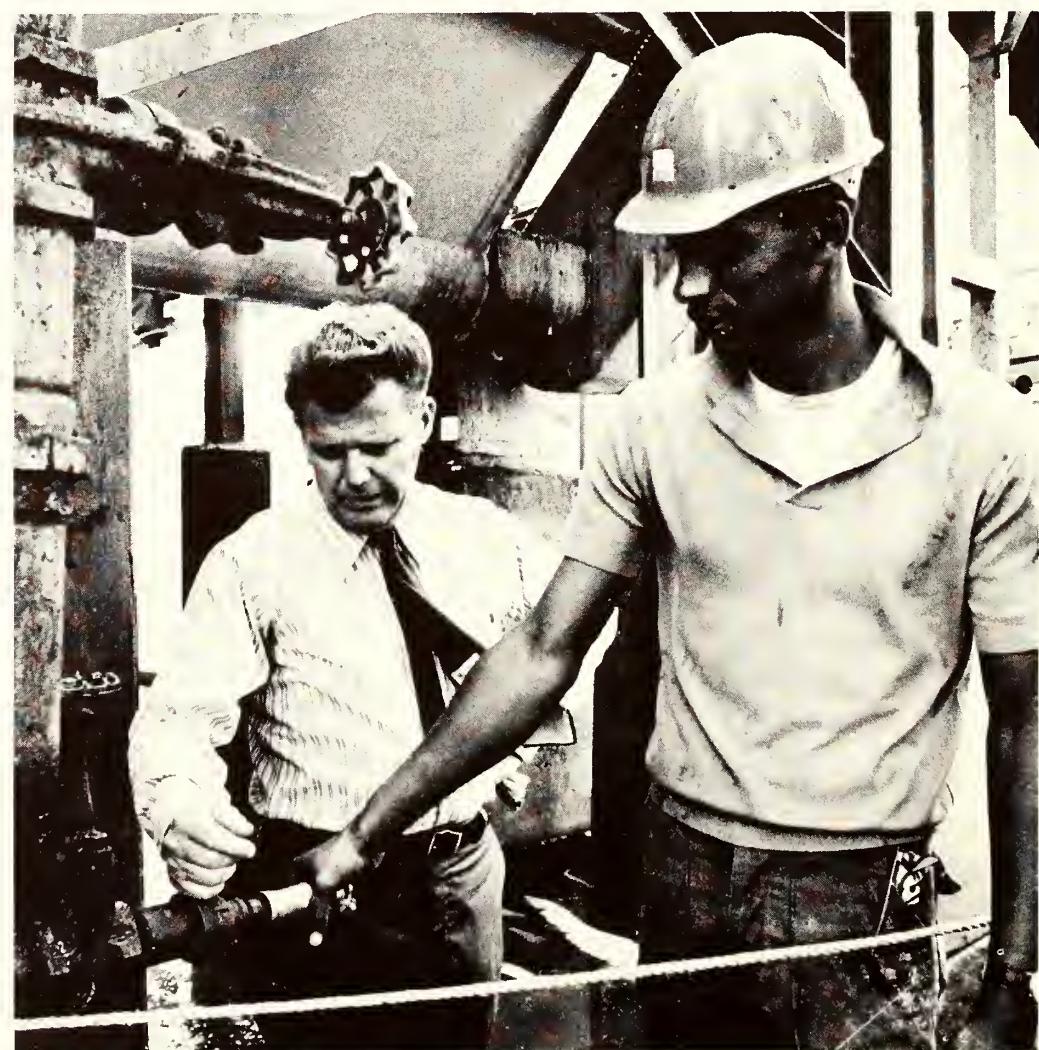
"None," replies Verross.

None?

"Not a one," he emphasizes. "We've got no faithful old joes here. Nobody is locked into a position of pushing a broom. . . . Everyone in this plant is trained for a higher level job, and he moves into it as soon as it opens up. Every job in this plant has to be filled by a man who can think on his own."

Pride appears to be a ready commodity at Interstate, as reflected by the high morale and low employee turnover.

Interstate Paper employs 290 persons. The annual payroll is \$3 million. The mill also has helped create an additional 250 indirect jobs, including about 40 in an independent sawmill operation, Knox Wood Products, located within the Interstate mill complex.



*JOB-MAKER*—Location of Interstate Paper Corporation's linerboard mill at Riceboro has helped create about 550 jobs along the Georgia coast.



Interstate Paper owns no timberland. The plant is the only one of its kind in Georgia and one of the few in the Nation that must rely entirely on private landowners for its supply of pulpwood.

About 1,100 timberland owners in 40 counties furnish Interstate with 285,000 cords of pulpwood annually.

The mill complex includes equipment to grind logs into chips; facilities to digest the chips into pulp; an 11-story boiler power plant; a 5-story machine room where the pulp is processed into paper; a bark-burning "teepee"; office, maintenance, and woodyard buildings, and waste-treatment facilities.

Wood is transported to the mill by rail (the Seaboard Coast Line) and truck.

When the logs reach the Interstate woodyard, they are reduced to chips. Then they are moved from a chip pile to four digesters (the so-called stomach of the papermill) where the chips are cooked with chemicals into pulp.

The pulp is guided through a series of washers, screens, and refiners before reaching the machine room, where a 450-foot-long linerboard machine is housed.

The pulp is 99 percent water when it enters this paper-making machine. The mixture is dried out as it is conveyed through the machine on a wire screen called a "fourdrinier" (named after the inventor of the process). The screen can move at a maximum speed of 2,000 feet per minute—about 500 feet faster than the industry average.

At the far end of the machine, the paper is dried on heated rotating drums. Interstate's finished product is brown kraft linerboard. "Kraft," a German word meaning "strength," refers to both the method of processing and the high strength of the product.

The linerboard is ready for shipment in rolls to Interstate Container Corporation plants in the Northeast, where it will be used for the stiff inner and outer sides of corrugated boxes.

(The Acorn Corrugated Box Company of Chicago and the United Container Corporation of Philadelphia also are stockholders in Interstate Paper and customers of the mill.)

All told, the Interstate mill generates about \$50 million annually in economic activity throughout coastal Georgia.

## Resource Conservation

In a State that leads the Nation in the production of pulpwood and paper, the efficient use and conservation of timberland is of major concern to the Interstate Paper Corporation.

The company is the first in the industry to develop and apply a process to convert long-dead yellow pine stumpwood into paper.

This stumpwood is first used by Hercules, Inc., of Brunswick, Georgia. Hercules purchases the stumpwood within a four-State area: Georgia, the Carolinas, and Florida.

After extracting resins, turpentine, and pine chemicals, Hercules provides Interstate with round-the-clock truck shipments of shredded wood fiber remaining from these stumps of yellow pine trees. Some of the trees were cut well over a century ago in an era when yellow pine was common in the Southeast.

Interstate also utilizes another form of reclaimed fiber—wood fiber bundles that are rejected by ITT Rayonier of Jesup, Georgia, because of knots and imperfections in trees unfit for the production of chemical cellulose.

Because Interstate finds that both stumpwood and wood fiber bundles are suitable for its needs, almost one-fourth of the linerboard now produced at the mill is made from these rejects.

The company expects to receive about 135,000 tons of reclaimed fiber annually from Hercules and ITT Rayonier. This would replace 100,000 cords per year of pulpwood cut from the living forests, or the equivalent of the average annual growth from 200,000 acres of timberland.

Stumpwood from Hercules soon will supply about 30 percent of Interstate's annual fiber needs. ITT Rayonier will supply an additional 3 to 5 percent.

Both types of reclaimed fibers are mixed with green pine chips before entering the Interstate pulpmill.

No further processing is necessary for the ITT Rayonier fibers, which are mixed at random with green chips at the Interstate woodyard and processed into linerboard.

But the Hercules stumpwood must un-

dergo an extensive washing process developed by Interstate to remove sand, rocks, and other foreign matter before being mixed at a controlled ratio with green chips and introduced into the pulping system.

Discovery of stumpwood as a new source for the production of paper was revealed in the spring of 1970 by Interstate. However, several months were required to develop and refine the equipment to handle and process the material.

Interstate has invested about \$600,000 in the design and construction of the stumpwood handling system.

The use of reclaimed fiber in the production of linerboard represents much more than a technological breakthrough. It reflects a conscientious effort to conserve forest resources.

Reforestation is another aspect of this effort at Interstate Paper.

The company provides technical assistance and heavy equipment on a contract basis to wood suppliers in the Interstate procurement area, which includes all of coastal Georgia.

Interstate began its reforestation activities in 1969 with an investment of \$200,000 in heavy equipment for the clearing, site preparation, and replanting of cutover woodlands under the supervision of trained foresters.

Landowners are charged cost, which generally varies from \$35 to \$75 per acre.

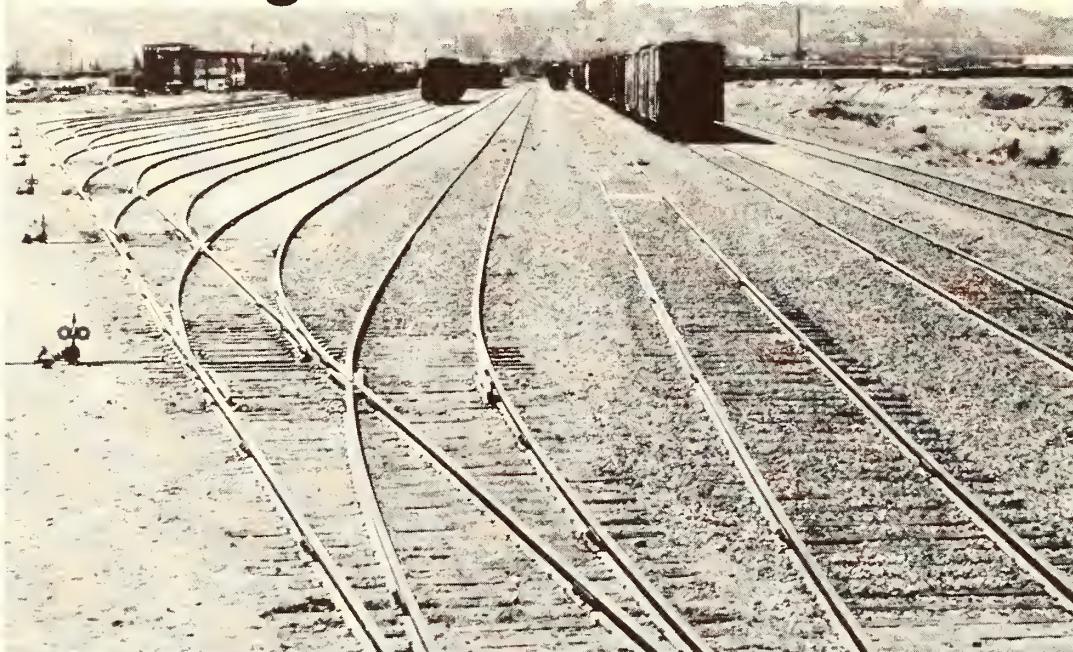
Over the last two planting seasons, more than 8,000 acres have been planted with slash pine seedlings. Slash pine, which flourishes in marshland regions, is the backbone of the paper industry in Georgia and other parts of the Southeast.

The acceptance by landowners of the Interstate reforestation program is increasing. This is a major objective of the company. The concept of "enlightened self-interest" is taking on growing importance in the business world.

The term suggests that the strength of American business in the seventies and beyond will parallel the health of American society.

It also suggests, as Interstate Paper has been demonstrating, that economic progress cannot be isolated from social progress. Each supports the other, and "environment"—natural and manmade, rural and urban—is an integral part of both.

# Tacoma Expands Its Job Base Through New Port Facilities



**TO ALL POINTS**—Nearly 4,200 railroad cars a month pass through this interchange and classification yard at the Port of Tacoma. The facility was built with the assistance of a \$339,000 grant from the Economic Development Administration.

In 1966 the Port of Tacoma, Washington, sought help from the Economic Development Administration to carry out its long-range plan of developing shipping and industrial facilities and to provide new jobs for Pierce County.

Since then, EDA has approved grants of more than \$7.3 million for improvements. The accomplishments of this Federal-local partnership are:

—A significant diversification of the Tacoma economy and creation of more than 1,700 new jobs already filled and another 1,100 expected to be filled in coming months in activities directly associated with the port.

—Development of still another 12,000 new jobs in port-related services and industries.

—An increase in total cargo handled by the port from 2,150,000 tons in 1967 to 3,340,000 tons in 1970.

—A boost in local benefits from shipping to a record of \$53 million annually.

While this overall improvement in employment and personal incomes alone is recognized as a success story, it is considered in still another light by Col. Ernest L. Perry, port manager, who believes it stands as an outstanding example for other communities that seek to diversify their economies.

The need to broaden the Tacoma employment base had been suspected for many years. It became a fact in 1971

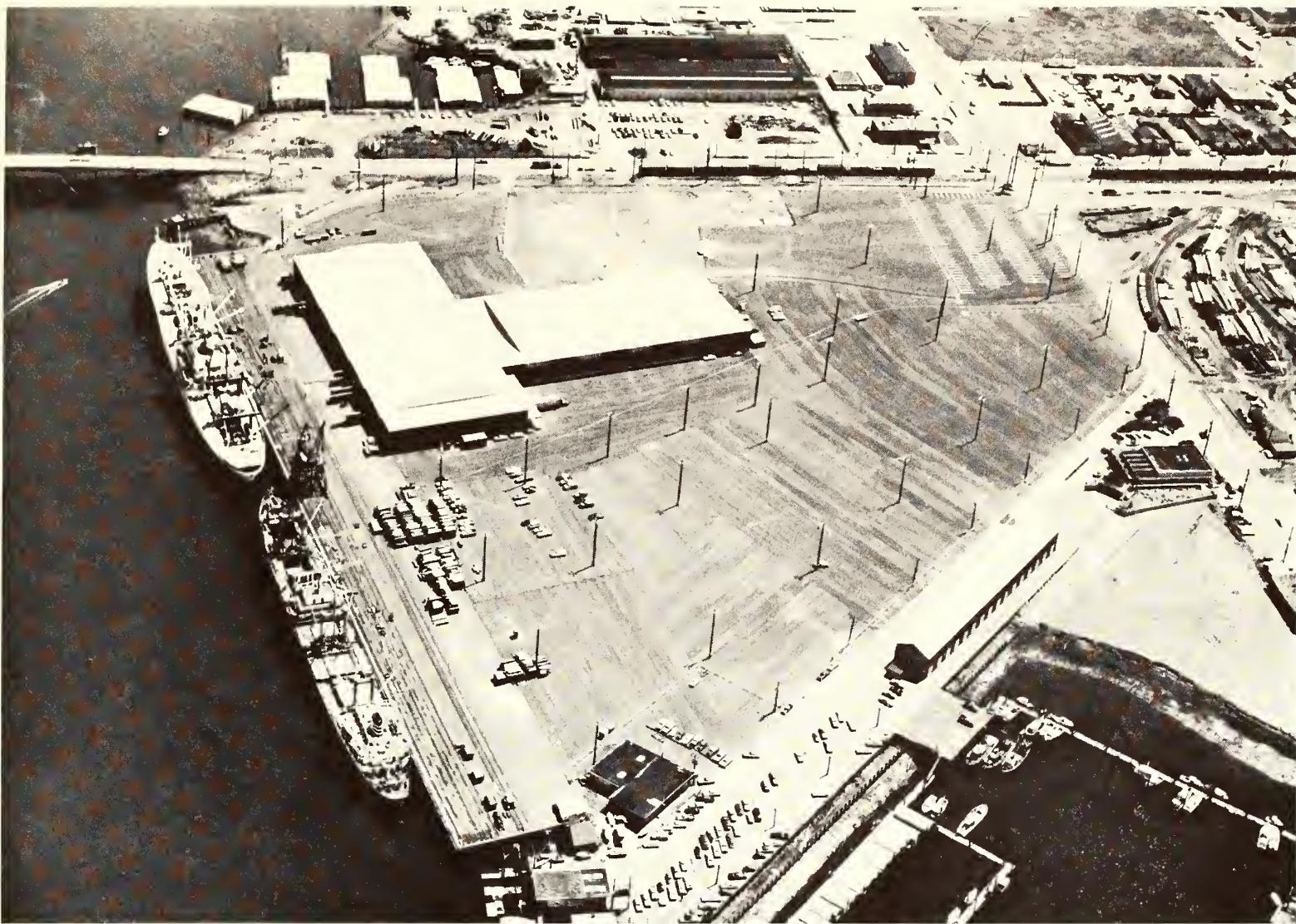
with the widespread unemployment that followed the production closedown of the supersonic transport plane at nearby Seattle. The Boeing Company was the largest single employer of Pierce County residents, and the impact of the layoffs would have been greater, Perry said, had it not been for the new jobs developed

by the port, with EDA assistance, in the past 4 years.

The port had embarked on its expansion plan in 1956, but found itself with limited investment funds in the mid-1960's. The \$7.3 million that EDA invested in the projects helped to maintain the forward motion of the plan.



**CARGO IS THEIR BUSINESS**—More than 200 ships, hauling 200,000 tons of cargo, called at Terminal No. 4 in 1970, making it one of the busiest cargo-handling areas on the West Coast. There are 75 persons employed at the terminal, and benefits from this one area alone are estimated at \$5.5 million annually to the city of Tacoma.



The EDA grants amounted to less than half of the total project costs, but served as an effective stimulus to other private and public investments.

Moreover, lands now occupied as a result of EDA-funded projects represent less than 10 percent of the total available industrial sites at the port. The remaining 90 percent, port officials state, will produce continuing investment and employment opportunities.

Individual EDA grants since 1967 are:

- \$90,644 to assist in construction of a marine terminal warehouse for long-haul storage at Pier 7 on the Sircum Waterway. With completion of the warehouse, Tacoma has become the port of call for two new steamship lines, adding 50,000 tons of cargo, employment for 50 men, and economic benefits of \$1.2 million annually to the area.

- \$469,175 to help build another two warehouses to serve small private industries located in the port area. About 120,000 tons of cargo passed through the warehouses in 1970, providing jobs for 35 persons and \$3 million in benefits to the local economy.

- \$339,000 toward construction of a rail service yard and connecting access trackage. The project involved construction of a railroad interchange and classification yard. Since its development, the City of Tacoma Municipal Belt Line has invested \$300,000 to build an office and engine-repair facility at the site. There are 50 persons employed at the yard, and 4,150 rail cars are served each month, 650 more cars than were handled each month before the improvements.

- \$823,500 to help construct 6.5 miles of access roads and a parallel storm drainage system to prepare a 1,500-acre area for industrial use. In the past 2 years, 26 new industrial firms have located in the area, creating 1,515 new jobs. One boatbuilder in the industrial area has hired 660 persons.

- \$1,735,500 to develop Terminal No. 4 on the Blair Waterway. The project included construction of a 1,242-foot concrete seawall and pier; reclamation of 24 acres of tidelands; construction of a 150,000-square-foot warehouse; and a 20-acre storage site. There are 75 persons employed at the terminal, where cargo from 97 ships was loaded and un-

**TERMINAL FOR TACOMA**—A showplace of port activity is the way Terminal No. 4 is often described. What was formerly marshland was converted into this efficient dock, warehouse, and storage area. EDA contributed \$1,735,500 toward the conversion. The terminal is now the site of "roll on, roll off" cargo operations.

loaded during the first few months of operation. More than 200 ships, hauling 200,000 tons of cargo, called at the pier in 1970. It is the site of new "roll on, roll off" container cargo handling operations. Benefits to the local economy are estimated at \$5.5 million annually.

- \$1,821,500 to the Port of Tacoma and \$248,250 to the City of Tacoma to prepare the initial 30 acres of a 155-acre industrial area on the Blair Waterway. The project will include construction of an 800-foot concrete pier, two warehouses having a combined 150,000 square feet of storage area, road paving, railroad connections, and a 36-inch water main. It is estimated that 440 persons will find industrial employment at the site.

Continued on next page

- \$40,000 to the Tacoma Urban League to assist in a study of proposed minority-owned businesses in the 30-acre industrial area.

- \$1,787,480 to the City of Tacoma to install a sewerline and expand a treatment plant serving the port and visiting ships. The new facilities are expected to help create an estimated 750 new industrial jobs in the immediate future. The long-range potential for new jobs in this one industrial area has been estimated in the thousands.

The optimism that now surrounds the port is characteristic of Tacoma.

With less emphasis on defense production, the city is again focusing attention on its natural resources, which have associated it with the sea since the time when the early settlers greeted the first four-masted schooners from the Orient. Then, as now, the vessels plied the 140 miles of inland waters from the Strait of Juan de Fuca through Puget Sound to the Port of Tacoma at Commencement Bay.

The bay earned its fame as one of the best natural harbors on the Pacific Coast. It also offered seagoing vessels the shortest and fastest route to the Orient.

Tacoma's determination to link the sea with the railroads and highways, with the farmers who produced the rich cargoes of wheat and flour, and with the lumberjacks who cut the logs won it the title of the "City of Destiny" in the late 19th century. Plans for future growth being heard today may earn it a modern-day version of that title.

With characteristic optimism, Col. Perry predicts that shipments through the port will continue to grow, reaching a conservative estimate of 6 million tons

#### ON THE ROAD TO GROWTH

*—An \$823,500 EDA grant aided in construction of 6.5 miles of access roads and a parallel storm drainage system to prepare this 1,500-acre area for industry. The project helped open up more than 1,500 new jobs.*



by 1980—nearly double that reached in 1970. He says:

"The port expects the growth rate to continue at a much faster pace than is indicated. . . . For instance, the Pacific Australia Direct Line began its 'roll on, roll off' operation (17 calls per year) in April 1971 at the Pier 4 Terminal. Annual volume from this shipping line alone is estimated to be 100,000 tons per year, of which 85,000 tons will be general cargo.

"June of 1971 saw the onset of a new import cargo: the initial shipment of Toyota automobiles, of which 12,000 are expected before the end of the year. Four additional auto import firms are presently applying for use of port terminal facilities.

"A great quantity of raw material from inland points is being shipped through British Columbia ports because of the lack of similar facilities in Puget Sound ports."

Ever-increasing trade with the Far East and the possible development of trade with Mainland China "pose real questions of our ability to ship and re-

ceive future cargoes within present facilities," Col. Perry states.

History shows that the Port of Tacoma has met past challenges to its cargo-handling capacity. The development plan adopted in 1956, which placed the port in the center of efforts to broaden the economic base of Pierce County, now is the foundation of a new 15-year expansion program.

What started with the dredging of three waterways and has since grown to include alumina-storage domes, bulk-liquid facilities, warehouses, container-handling docks, and expanded railroad loading features is considered only a skeletal outline of the possibilities envisioned in the growth scheme of the port.

As for EDA's role in the work that initiated this development, Col. Perry says:

"Most of these projects would not have been completed by now without Federal assistance because of the port's restricted bonding capacity. The EDA grants have advanced the expansion of Tacoma's shipping facilities by 4 years."



**STORAGE SPACE**—A necessary element of seaports are industrial warehouses for general cargo. Here, some of the 35 men employed at two warehouses, constructed at the Port of Tacoma with the aid of a \$469,175 EDA grant, handle cargo being processed at the port.

# Wilson Paves Way for Economic Change

## North Carolina County Scores High In Battle To Halt Migration

Many essentially rural communities are working to stem outmigration by shifting from an agricultural to a mixed economy. From recent census and retail sales figures, Wilson County, located in the heart of North Carolina's Coastal Plain, appears to have done better than most.

Several factors set Wilson County apart. It started trying to bring in industry early—about a decade and a half ago. Federal and State aid have been brought to bear, but in limited and strategic ways. For instance, only slightly more than \$1 million in grants and loans from the Economic Development Administration have been made to Wilson County, but one of these, for only \$93,000, helped create 700 jobs.

Local initiative, timing, and strategies have helped mold the whole community into an industry-conscious milieu that promises future progress.

### Climbing the job ladder

The main thrust of Wilson's industrialization has come in the past 4 years with the development of the 210-acre Wilco Industrial Park in tandem with an adjoining industrial tract promoted by the Seaboard Coastline Railroad. Not only is the volume of this growth notable, but the type of growth as well. The first wave of industry was mainly seasonal food-processing or low-paying textile mills. Recent recruits are technologically advanced precision industries.

Thus, workers displaced by machines from jobs in tobacco fields and warehouses are able to make their way up the job ladder according to ability and ambition. As the newer industries provide training in new skills, the more adept workers leave textiles and tobacco for better jobs, making way for less skilled persons who had no jobs at all.

### Speeding the process

Timing has been a key factor in Wilson's outstanding progress. In slightly over a year, an EDA application for Elm City water system improvements was approved, the water tank erected, a new plant built, and the first workers hired by the Reuben H. Donnelley Corporation.

When the Wilson Industrial Council learned that Burlington Mills would convert its local facility from an integrated operation to purely spinning, dropping

some highly skilled workers in the process, the Council's developer, Henry M. Best, Jr., scouted out a replacement in Canada and had the displaced workers at new jobs in a new plant barely 2 months after they had lost their jobs at Burlington. Their pay averaged \$20 a week more.

When the Industrial Council was organized as a joint city-county agency in 1956, outmigration was at a peak. Cotton had long since been replaced by tobacco, and tobacco was beginning to make way for soybeans, corn, and livestock. During



MECHANIZATION—Norwood Whitley's family can handle all the tobacco planting themselves with the help of only one hired hand. Plants are fed onto conveyor belts, which "set" two rows simultaneously. Farms that used to support 24 families now can be worked with only four or five families.

the 1950-60 decade, the county lost 14 percent of its population and would have lost more, local leaders say, if new industries had not been brought in.

At that time, the only nonagricultural employer of any size was the century-old Hackney Brothers Body Works, once king of the buggymakers and now producing refrigerated truck bodies. The advent of Wilson Packing Company in the early 1940's had brought livestock to the fore, and the first new clients of the Industrial Council were along the same line—Swift and Company, meat packing; Ralston Purina and Nutrena in animal feeds; and Sealtest in dairy products.

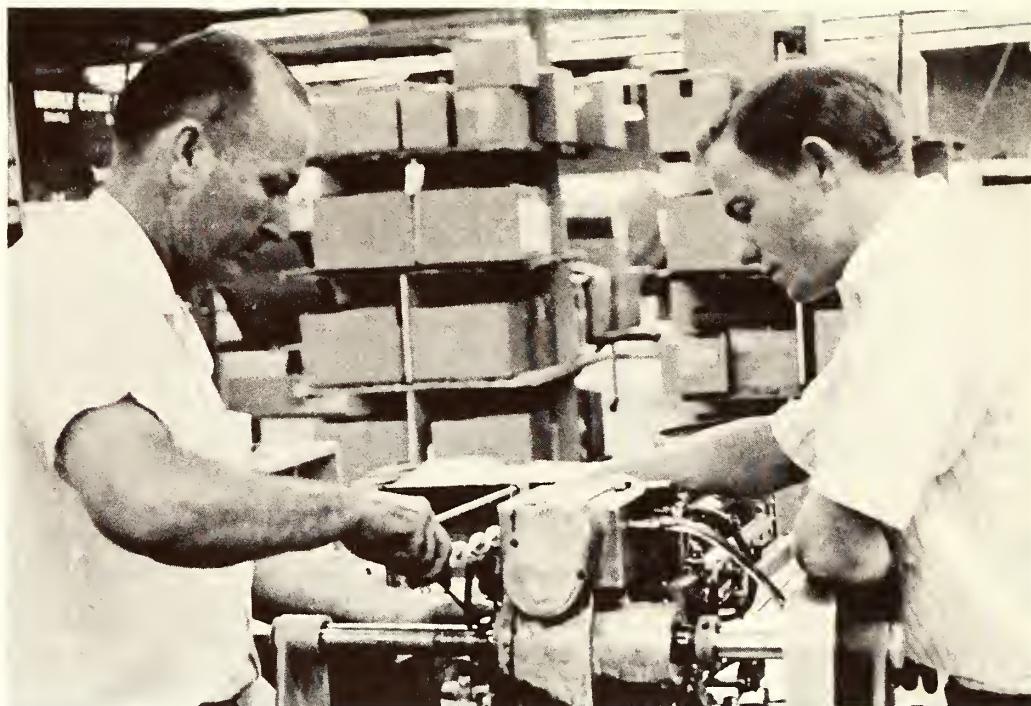
## Building a community base

Meanwhile, the Council also was building a base in the community. A city-county agency, the Council is made up of six members serving 3-year nonrenewable terms. Each year the County Board of Commissioners and the Wilson City Council both appoint a new member, and each year the six incumbents appoint a new chairman, usually an outgoing member, for a 1-year term. The last chairman, H.M. Jeffries, department store executive, thus served a 4th year before rotating out into a growing at-large body of former members. The city manager and county executive both serve as ex officio members.

"There are some people in the community that work at this pretty much full time," observes A. Hartwell Campbell, chairman of the Wilson County Economic Development Commission, which drew up the Overall Economic Development Program in 1967 to qualify the county for maximum EDA aid.

Even while the OEDP was being drafted and applications were being prepared for submission to EDA, the Council's executive secretary at that time was recruiting bird-in-hand industries. The Council was raising \$174,000 by the sale of debentures to buy 140 acres from local landowners, the H.M. Andersons, who added 70 acres as a gift. Those gift acres enabled the Council to develop the first part of Wilco Industrial Park and offer it to prospective industry at the same price as surrounding raw land.

Helping to hold the line on speculation were the 340 adjacent acres owned by the railroad. The tracts do not compete with each other since the railroad wants only heavy shippers, and the Council is seeking sophisticated light industry. The idle land was rented to farmers at \$8,000 to \$10,000 a year, a practice now discontinued since only 20 acres remain. When it came to clearing new sites, the Council arranged with the local technical institute to let students learn to operate heavy equipment there.



**SKILLED MACHINISTS**—Curtis Womble (left) and Earl Askew are part of a crew of 50 machinists who keep intricate inserting machinery humming at the Reuben H. Donnelley plant. Wilson Tech provided training for most of the firm's machinists.

## Funding the projects

The EDA-assisted projects, all funded in 1968, included the public works grant to help Elm City provide water for the Donnelley plant, a \$510,000 grant to help expand Wilson County Technical Institute, and a \$585,000 business development loan to the Genbearco Corporation, manufacturer of bearings used in consumer products.

The new Donnelley plant, which processes direct-mail advertising, was expected to create 350 jobs. There are now more than 700 working on three shifts. During

the 1970 mailing of forms for the U.S. Census Bureau there were 900 on the payroll. The plant also provides jobs for 50 to 60 machinery maintenance operators and homework for about 100 handicapped and housebound persons.

The Genbearco plant is located in an old four-story tobacco-processing plant in downtown Wilson. Of the 130 employed there, about 80 percent are being trained in precision machine and assembly skills in close cooperation with the Wilson County Technical Institute.

Wilson Tech is an important link in the State's chain of 20 industrial training centers. It is the regional center for 12 counties in eastern North Carolina. It draws trainees from as far away as New Bern, Greensboro, and Durham, North Carolina, and Richmond and Norfolk, Virginia.

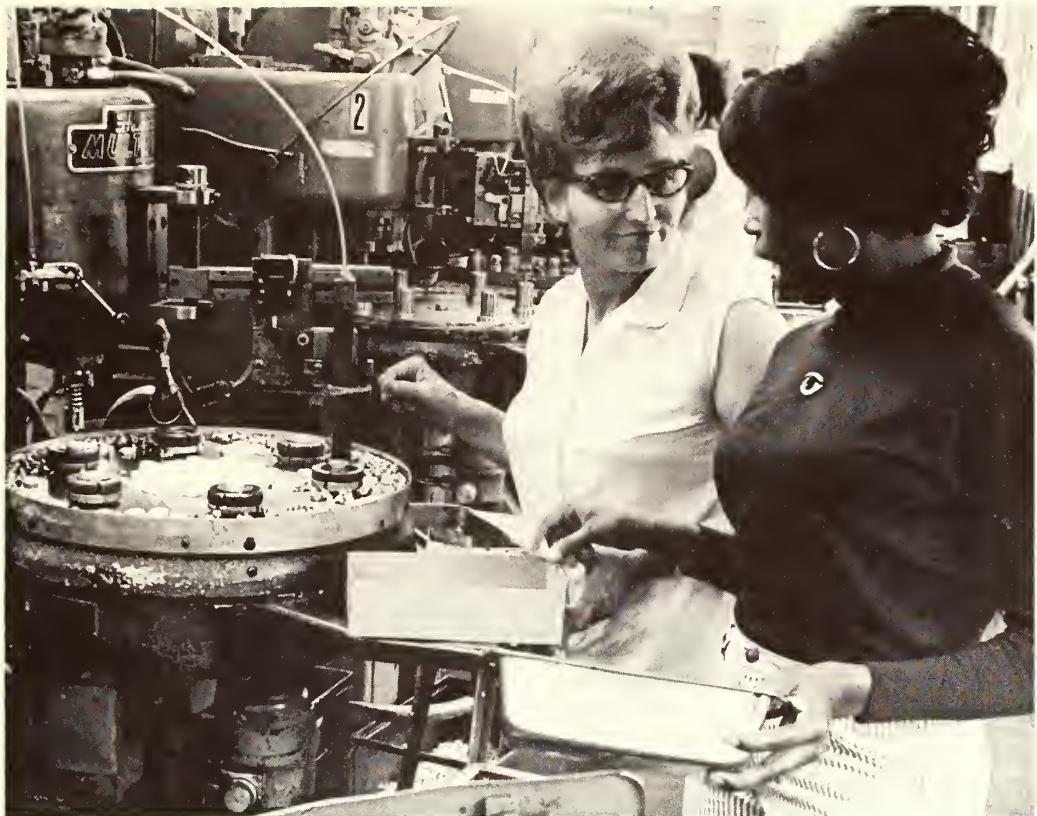
EDA funds helped build a Learning Resources Center and a Power Mechanics Building, increasing the full-time day students from 600 to more than 1,000. The learning laboratory allows the school to tailor courses from basic education to 2-year technical associate degree programs.



**BURLING**—Janice Bynum (left) of Wilson and Doris Burns of rural Lucama fix flaws in the warp of a 420-inch-wide conveyor belt being manufactured at the Porritts & Spencer plant near Wilson.

## Building a labor pool

Vocational training and a labor pool can be crucial to successful industrial development. Wilson Tech takes its mission seriously, and Dean of Instruction Rufus Swain is on close terms with the managers of all the new plants in the area.



**PRECISION PAYS**—The Genbearco plant in Wilson pays Dorothy Bradwell (left) \$20 a week more than did a tobacco-processing plant. Mary Burnette is part of the training force from other Genbearco plants.



**CABLING**—Frank Williford of Elm City operates a machine that combines 19 strands of wire to form cable at Thermatics, Inc., an Elm City firm. Williford represents the shift from agricultural to industrial skills in Wilson County over the past decade.

Swain has helped plan data-processing courses for the coupon-redemption workers at Donnelley and the new district headquarters of the First Union Bank of North Carolina, as well as machine-operator training for the recent tenants at Wilco Industrial Park. These include Alton Packaging Company, corrugated paper products; GNC Corporation, precision rubber parts; Porritts & Spencer, continuous felt conveyer belts for paper-mills; and Imperial Tobacco Company, processing and shipping point for tobacco purchased in the United States for the United Kingdom.

Meanwhile, the Council, which has a \$38,000 annual budget, has helped bring other industries to other parts of the county—the large Central Soya animal feed plant near Wilson, two farm machinery manufacturers (one of Dutch origin), three trucking terminals, a division headquarters for a garment manufacturer, and other light industry. There have been six plant expansions.

The Council's staffer, working on leads from the North Carolina Department of Conservation and Development and the Carolina Power and Light Company, which supplies the city of Wilson's municipal system, traveled extensively to find the type of industries Wilson County wanted. In the case of the Porritts & Spencer plant, he located a Canadian firm seeking a site near the South Atlantic papermaking industry. For the Canadian firm, the deciding factor was the pool of trained textile workers who could adapt to precision jobs.

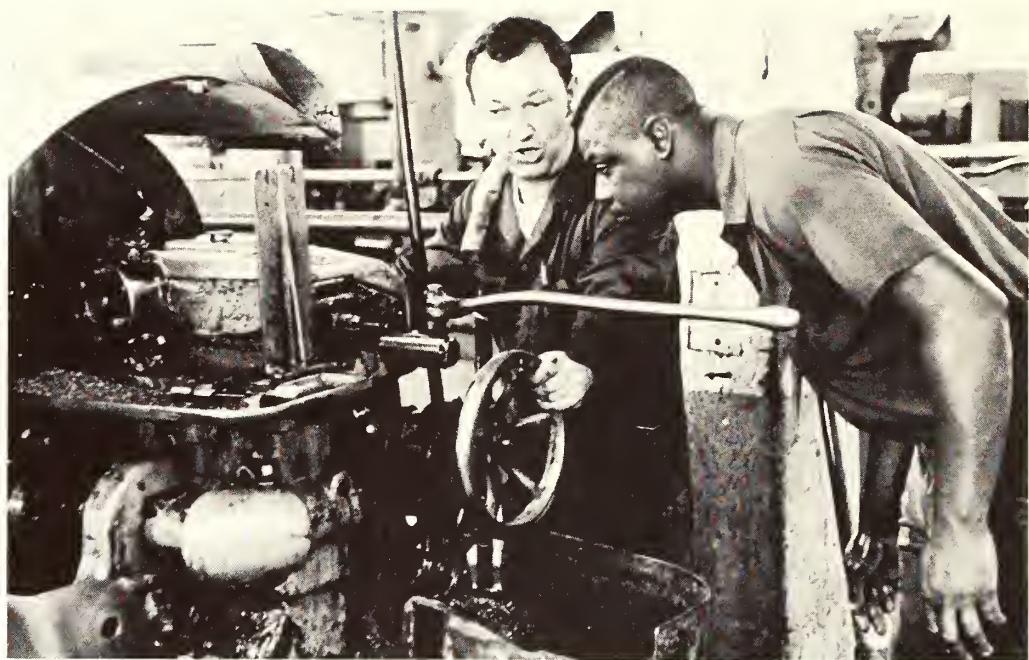
## Enjoying local support...

In the background is a spreading base of community support—a progressive climate in which voters have:

- Provided a total of more than \$5.2 million through bond issues and taxes over the past 14 years to replace three outmoded private hospitals with Wilson Memorial Hospital, which is becoming a regional medical center;
- Passed an \$8.5-million bond issue (May 1971) to clean out and deepen Contentnea Reservoir and enable the county to recruit heavy water-using industry, as well as build a new civic center and police and fire stations;
- Authorized a \$400,000 debenture issue for purchase of more industrial park acreage;
- Provided adequate school budgets and helped match the \$510,000 EDA grant to expand Wilson Tech.

Wilson's amenities include modern shopping centers, three country clubs, good schools, Atlantic Christian College, and proximity to several universities.

**MILLING MACHINE** — Willie Frank Battle (right) learns from Genbearco instructor Pasquale Scoria of Toronto how metal rods begin the process of becoming bearing parts. Battle's training is arranged through Wilson Technical Institute.



Its transportation advantages consist of good highways, including I-95; seven flights daily into Wilson-Rocky Mount Airport; 1-day and 3-day freight service to Atlantic Coast and mid-East points via two railroads; and more than 40 trucklines, eight with terminals in Wilson.

### ...and State backing

The State provides a favorable tax structure and is one of the few in the Nation to operate with a slight budget surplus.

For most of its 16 years, the Council has had a paid professional to recruit industry. Under the new chairman, Marshall Tetterton, the Council members are trying the Industrial Team Plan proposed by the State for smaller communities. Under the plan, two qualified local citizens brief visiting industry prospects on each aspect of the community—human resources, community resources, industrial sites, communications, and transportation.

Wilson County leaders plan to continue working with the State and its aggressive "sell North Carolina" program, under which teams of local developers are dispatched to canvass industrial prospects in other regions.

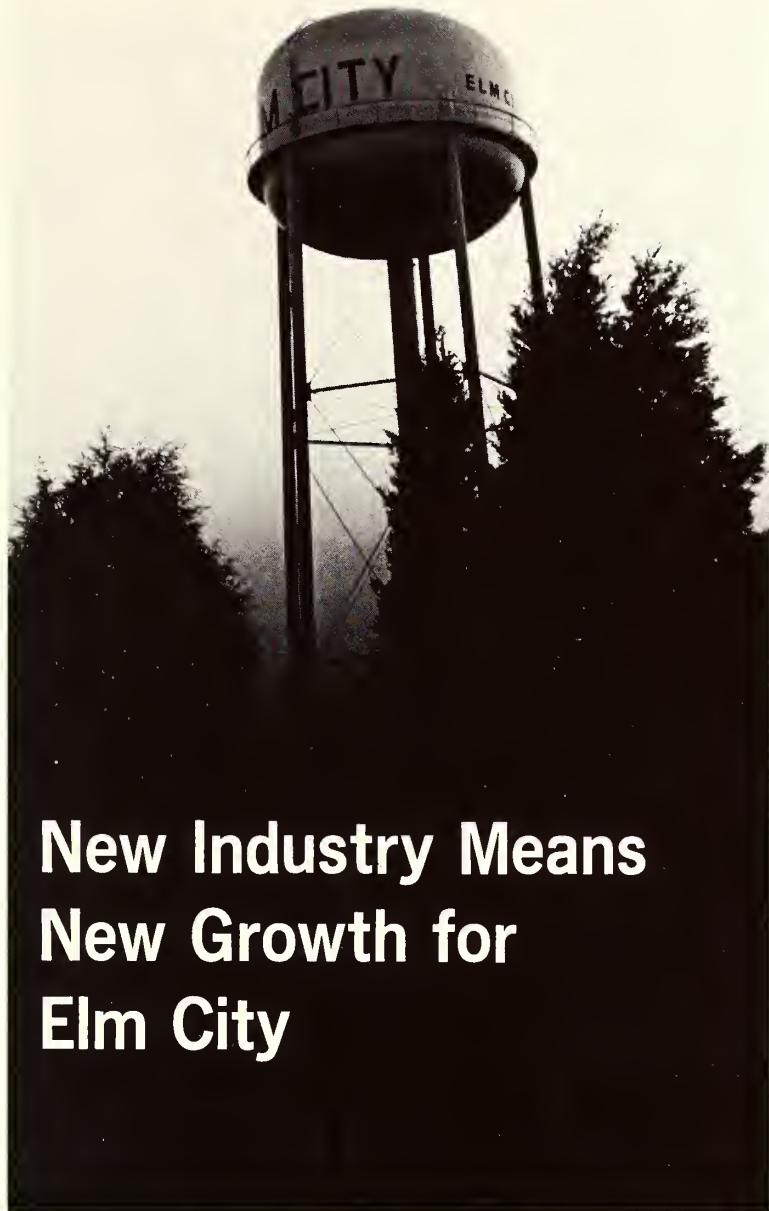
One of Wilson's strongest selling points is the caliber of its labor supply. To hear new plant managers talk enthusiastically about their employees, or Wilson workers brag about their jobs, an outsider might find them hard to believe. But a walk down the assembly line shows women, not just neatly dressed, but attractively coiffed and wearing well-tailored pants, blouses, and dresses. The men, neatly groomed, wear freshly laundered work clothes. All are intent at their work.

Their example speaks well for the economic future of Wilson County.

**MEASURE FOR MEASURE** — Genbearco worker Lucine Bridges measures the inner diameter of each bearing retainer ring on a jig and files the ring by size. Each ring is matched to an inner ring to give uniform tolerance in each channel where bearing balls ride.



**GETTING HER BEARINGS** — JoAnn Love (left), a Genbearco trainer, works alongside Annie Thompson of Wilson assembling bearings on contract from an auto manufacturer.



## New Industry Means New Growth for Elm City

The town of Elm City, North Carolina, population 1,201, has reason to be proud of the oldest of its three industries, Thermatics, Inc.

A homegrown enterprise, Thermatics was founded 13 years ago by local businessmen when mechanization of Wilson County's farms, particularly tobacco, was causing mounting unemployment. Throughout the county, some 1,500 were out of jobs, and there would have been more had not many families and young people already left to look for work elsewhere.

Outmigration for the decade 1950-60 was running about 14 percent when two local auto dealers, George T. Barnes and James L. Lee, got together with another dealer, R. E. Davenport, Jr., from nearby Farmville, and two experts in high-temperature wire and cable, H. A. Lee from Georgia and Roy L. Inscore of Mt. Airy. They pooled their capital, execu-

tive talents, and borrowing capacities to establish a plant in Elm City.

With a population of about 700, Elm City was then feeling the county's decline, and Main Street was showing a down-at-the-heel look. Despite the wealth of the tobacco industry in general, more than 50 percent of the local families had cash incomes below \$1,000 a year, according to the area's Overall Economic Development Program.

Thermatics, with a payroll of around 60, gave Elm City new life. Barely 2 years later, when Thermatics needed a boost, local leaders hastened to return the favor.

The company was not in financial trouble. Far from it. In only 2 years of operation the firm was ringing up \$1.4 million a year in sales and was dealing with giants of the defense, aerospace, and electronics industries, among them Westinghouse and McDonnell Aircraft.

**HIGH RISE**—A grant of \$93,000 from the Economic Development Administration helped Elm City, North Carolina, build this water tower. The new facility was originally expected to make possible the creation of 250 jobs. The actual job count: 700.

The problem was, it had already outgrown its first facility, a onetime textile mill. Also, to make most efficient use of equipment already owned and to take better advantage of marketing contacts, the firm needed to expand into production of heavier wire and cable—a move requiring a new building and machinery costing nearly \$1 million.

Private funding could not be arranged to meet Thermatics' needs. Local leaders, therefore, organized the Elm City Overall Economic Development Program Committee, first in the county, and drafted a long-range plan for orderly growth, as required by the fledgling Area Redevelopment Administration (ARA), predecessor of the Economic Development Administration.

A local development corporation was organized to channel funds into constructing a building on a 7-acre site being purchased by Thermatics.

In October 1963, ARA approved a loan of \$442,000, and the Small Business Administration provided the balance of a \$684,000 development package.

The new plant was built, the move was made, and employment nearly doubled.

Since then the town has grown by 500 persons, and Elm City has attracted the Reuben H. Donnelley Corporation, employing some 700, and Elm City Manufacturing, maker of work gloves and protective garments, which took over the former Thermatics plant. An EDA grant of \$93,000 made later growth possible by upgrading the local water system.



**QUICK CHANGE**—The four-o'clock shift change is one of three at the Reuben H. Donnelley Corp. in Elm City, which processes direct-mail advertising and coupon returns..

In 1966, Thermatics, Inc., was absorbed as a wholly owned subsidiary of Teledyne Company, a California-based conglomerate specializing in precision tools and electronics. Most of the original company officers are on the board of the new firm. Roy Inscore, a vice president, still is plant general manager.

Thermatics, Inc., now employs between 160 and 200, working three shifts.

"It was that first Federal loan that really turned us around. We can look

back at that as the move that put Thermatics on the map," Inscore says.

There has been a population shift, meanwhile, within Toisnot Township surrounding Elm City. The town gained while rural sections lost, but more slowly than before—200 in the last decade compared with 400 in the previous one.

Many of Elm City's industrial work force continue to live and work on farms. Downtown Elm City today is spruce and



**THE NEW ELM CITY**—Trim bungalows like the one above reflect the community's growth of 64 percent over the past decade.

. . . AND THE OLD—Spruced-up older homes like the one below show the effects of Elm City's economic improvement.

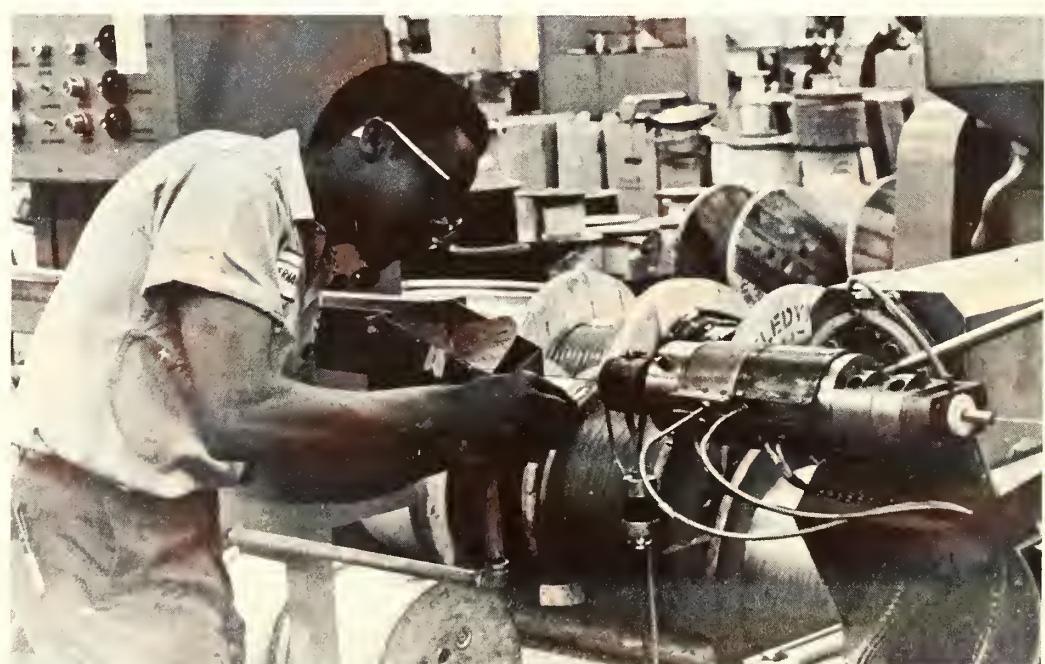


tidy, with many of its older clapboard houses and old mansions rejuvenated. Outlying areas are dotted with both modest and more elegant brick homes. The only interruption to a lush skyline of treetops is the tall water tower that helped make the Donnelley jobs possible.

For all this economic growth, Elm City has not lost its perspective. Administrative detail still gets its due. It is Mayor George E. Tyson, himself, who reads the water meters each month.



**SPOOLING**—Judy Freeman feeds strength-tested, high-temperature wire onto spools at the Thermatics, Inc., plant in Elm City.



**STRANDING ROOM**—Bobby Oakey of Elm City, on the job at Thermatics, Inc., checks the machine that feeds strands of teflon-coated wire into a machine for twisting.



**NIGHT CLASS**—Tommy Locus (right), who works at Imperial Tobacco Company, is typical of the craftsmen who enroll for night welding classes at Wilson Tech under practicing welder-instructor Thomas E. Griffin. Locus took his on-the-job training at Imperial for credit with Wilson Tech.



**ELECTRICIANS-TO-BE**—Studying a wiring mockup are (from left) Maynard Webb of Wilson, Troy Clifton of Louisburg, and Vance Lane of Rocky Mount. The course leads to a 2-year associate degree, a prerequisite to obtaining a State license in construction electricity.

## Careers Grow in the Classroom

Wilson County Technical Institute, located near downtown Wilson, North Carolina, is one of 20 industrial-education centers in the State.

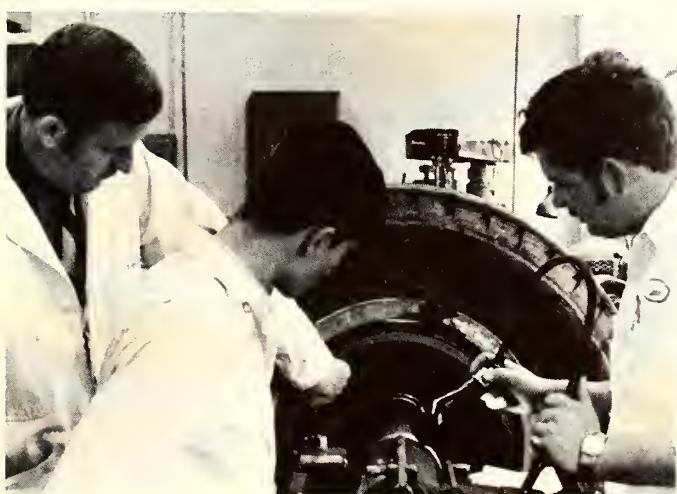
The school was overcrowded, underequipped, and straining to meet a growing role in the county's economic growth when, in 1968, EDA approved a \$510,000 grant to help build and equip a Learning Resources Center and a Power Mechanics Building. Enrollment thus was nearly doubled, from 600 to 1,100.

In addition, the school serves as an adult education center for the area

immediate to Wilson and draws candidates for 2-year technical degrees from 12 surrounding counties and beyond. Subjects range from short courses in practical nursing and heavy-equipment operation to advanced courses in bookkeeping, office management, data processing, air conditioning and automotive maintenance, and construction skills and drafting.

Dean of Instruction Rufus Swain helps tailor on-the-job training courses to adapt local labor to new industries. President of the school is Dr. Ernest Parry.

## Wilson County Technical Institute



**ALIGNMENT**—Turning down grooves on a wheel rim under guidance of instructor Dan Benton (left) are Ricky Walston (center) of rural Saratoga and John F. Davis of Warren County. This is part of a 2-year course in auto and truck maintenance. Benton was with a diesel dealership before joining Wilson Tech.



**LEARNING LAB**—Some 40 students study individually in Wilson Tech's Learning Laboratory, using tape recorders and visual aids that "grade" student responses. Above, Hiawatha Glover (left) studies English to earn her high school diploma while sister-in-law Marguerite Glover studies algebra. Foreign languages, shorthand, and sciences also are studied here.

# Aquaculture Industry Opening The Way For Hundreds Of Jobs

**Ocean Farming May Be One Answer  
To Economic Success In Many Regions**



**LUMMI BAY VIEW**—An aerial view of Lummi Bay shows the 750-acre Lummi Aquaculture Project Ponds. The new industry involves scientific farming of a variety of fish and shellfish.

The Pacific Northwest—hard hit by cutbacks in aerospace activity—is getting a new industry, with U.S. Government assistance.

The industry is aquaculture—the development, growth, and orderly harvesting under modern scientific methods of a variety of marine products, mainly fish and shellfish.

Far out in the forefront of this new undertaking is a water-farming project that is being established on the reservation of the Lummi Indians, a peninsula located about five miles west of downtown Bellingham, Washington, and bounded on the east by Bellingham Bay and the Nooksack River and on the west by the Strait of Georgia and Hale's Passage.

Because of the widespread interest excited by the Lummi project, plans are under consideration for its expansion through many parts of the surrounding area. Strong opposition arose to the project at the outset, both within the tribe and from the neighboring white landowners. While the opposition has not been quieted, it is said to have declined. Meanwhile, the State of Washington has given top priority to aquaculture. The State Department of Natural Resources has



**UNLOADING TROUT**—Lummi trainees are shown unloading fingerling trout into culture ponds. The

formulated an outline for an aquaculture program over the next 10 years at the end of which the State expects to gross about \$60 million a year from the sale of marine products.

### Throwing off poverty

The project has given a new lease of life to the once-prosperous Lummi Indians, inspiring them with the hope that they can throw off their chronic poverty and rise to new-found affluence. And the Indians have responded to the prospect with exceptional energy. The Lummis may become teachers of other tribes. It is believed that about 10 tribes in the Puget Sound area, and dozens of tribes along the Alaskan coastlines, could profit from the Lummi venture, and many of them are said to be watching it. Word of the Lummi "better mousetrap" has filtered to the Seminoles and other Indians of Florida, who are said to have asked for Lummi collaboration in developing the potentials of aquaculture.

However, there is one requisite of successful aquaculture that is both a problem and an incentive, and that is good-quality water. Pollution from municipal and industrial wastes, and oil spills, such as from a wrecked tanker, are an ominous hazard. Thus, a thriving aquaculture program is an eco-

heart of the aquaculture project is a series of ponds and dikes for the new fish and shellfish culture.

nomic club in behalf of clean unpolluted water.

In return for clean water, modern science in aquaculture offers rewards apart from economic growth. For example, demonstrated or hoped-for accomplishments of the Lummi project include the following:

Superior and tasty oysters that can be served in top condition the year round, and not merely during the "R" months. Excellent fish, including pan-size silver salmon, said to be better in flavor and texture than rainbow trout. Pink-fleshed fish, especially salmon, for those who prefer it. Eggs of sea urchins, a delicacy well known to the Japanese and to the Lummi Indians, but new to most Americans.

From 1969 to the present, Commerce's Economic Development Administration(EDA) has authorized grants totaling \$2,337,220 to assist in carrying out the Lummi project. These funds are part of more than \$100 million which the EDA has approved to assist Indians and Eskimos with economic and related problems. The projects span the whole gamut of human activity from water and sewer systems to cattle fencing.

Aid for Indians is authorized under a special provision of the Public Works and Economic Development Act. The provision



**FISH DISEASE CLASS**—Margie James (left front) and Dorothy Sansom are shown transferring bacteria cultures in the Aquaculture Training Program lab. Trainees in background are preparing chemicals.

qualifies Indian communities for assistance without reference to the statistical criteria for unemployment and family income established by the Act for most projects. Assistance is granted to promote economic growth and development in individual problem situations, to test new means of solving local problems, and to relieve or avert unemployment. Eskimos are classed as Indians for the purpose of the Act.

EDA has approved funds for two other Indian aquaculture projects: a \$98,975 grant to help develop fish resources and create jobs for Quinault Indians on their 190,000-acre reservation north of Aberdeen, Washington; and \$168,767 for a project intended to benefit the Seminoles in Florida.

The Lummi project emerged when Dr. Wallace G. Heath took leave from his job as associate professor of biology at Western Washington State College in 1968 to develop a program for the tribe under a Federal grant. After rounds of consultations with Indian leaders and others, he proposed an aquaculture plan.

The Lummis are a community of about 2,000 people, half of whom live on or near the reservation and half within the immediate environs. The Indians control 7,618 acres of land and about 5,000 acres of tidelands. They also have legal rights over the water of the Nooksack River by which pollutants drift into Bellingham Bay.

The tideflats adjacent to the reservation traditionally have been regarded by the Lummis as their main resource. Tribal spokesmen say the reservation lands are unsuited for farming. Salmon fishing has been the tribe's main income producer, and

the Lummi Business Council reports that it has been on the decline.

One advantage of the project is that it offers many Lummis an opportunity to return to the reservation, where according to all accounts most of them would prefer to be if jobs and income were available. A number of skilled and trained Lummis are said to be returning to the reservation, and others are writing to ask about employment prospects at home.

### More jobs

In the present stage of development, the project offers prospective jobs for more than 200 Indians when it is in full operation.

Dr. Heath says that gross income from the project should reach \$2 to \$3 million annually by 1974. For a small Indian community, this would mean a per capita income boost of \$1,000 to \$1,500 a year.

Aside from the community-wide incentive for clean water, the Indians have proclaimed their intention of pressuring industry, and State, county, and city governments to reduce pollution. Water quality studies previously initiated are to be expanded.

The main features of the project are a 750-acre pond in the tidelands, an oyster hatchery near the pond, and a fish hatchery in the Nooksack River 35 miles away in a mountainous area free of pollution. The pond, which is enclosed by dikes, has been completed and is filled with water. Dr. Heath says the fish hatchery should be finished in January, and the oyster hatchery by next May.

The pond is equipped with inlet and outlet gates, so that sea water can flow into the pond at high tide and out at low tide, thus bringing in clean water from the sea and flushing out the pond. The water flows in and out through screens, thereby keeping out undesirable marine life and preventing loss of what is in the pond.

Dr. Heath says there are about 25 million seed oysters in the large pond at this time, and about half a million fish in this and other ponds. By next spring, he adds, there should be about two million trout and salmon in the ponds. The fish hatchery, he predicts, should produce five to 10 million fish annually. The oyster hatchery will have a capacity of about 100 million seed oysters a year.

The plan, Dr. Heath explains, is to grow about half of the fish in the big pond and release the remaining half into the sea for

migratory runs. Those to be grown in the pond will be silver salmon and the Donaldson "super-trout"—a hybrid of steelhead and rainbow trout—and rainbow trout that have been converted to a life in sea water. Fish released into the sea will consist of silver, Chinook, pink and chum salmon.

Year-round oysters can be provided by rafting pond oysters into deeper and cooler water areas, where they can retain their high quality during the summer months. Four kinds of oysters are to be grown in the pond—Pacific, Kumamoto, Eastern and European.

The oysters to be grown are cultchless oysters. This is an oyster, said to be superior in quality, that is not grown on oyster shell beds or other material laid down as points of attachment. Work is being done on special plastic trays on which the oysters may be grown by suspension in the pond. This will permit planned and orderly feeding, and make it possible to produce a half-shell oyster in two summers, much sooner than by the natural tidal feeding.

"We are doing some test marketing," reports Larry Kinley, tribal Business Manager. "The project should sell about 300,000 pounds of fish and oysters—about half and half of each—in 1972 and 1,500,000 pounds the following year."

In addition to fish and oysters, the big pond will produce clams, mussels, marine worms for fish bait, and economically valuable algae or seaweed naturally. Sea urchins also are a native product of the bay areas. Experiments are continuing on using special food supplements, such as waste shrimp and shells, to produce pink-fleshed fish. Red seaweed is harvested throughout the San Juan Islands, original home of the Lummis. It is used to make carrageenin, a highly valuable substance that acts as a stabilizing or thickening agent in the production of many articles, such as toothpaste, ice cream, chocolate milk, puddings and cake icings. Dr. Heath says possibilities are being explored of brown and green edible seaweeds that are far more valuable economically than the red product, and that there is a prospective export market for this material.

A vital feature of the Lummi project is the training program. The third training program is now under way in which Indians are trained for one year in all phases of aquaculture. In the second program completed in September, 64 individuals were in training, of whom 58 graduated. Their ages ranged



**LAB WORK**—Steve Adams (left) and Ernie Paul measure dissolved oxygen levels from water samples from the Lummi ponds, a part of water farming.

from 19 to 63. Dr. Heath says more than 90 percent of the trainees attended classes 90 percent of the time. In 1968, three Lummis were in college, and in the present school year there are 25.

There is more than economics in the undertaking for the Indians, because they see in it a hope for recovery of ancient tribal pride when their people were alone and well off with the bounty of the sea, and knew from tradition how to deal with their great resource so that it would reward them.

### Future expansion

The project will be tried out on the present basis for the next few years, says Samuel Cagey, chairman of the Lummi Indian Tribal Enterprise, and if it prospers and the marketing of its products goes well it may be expanded. When it is firmly established, it is to be taken over by the tribe. There is hope that the project eventually can be enlarged to 2,500 acres or more of ponds in the tidelands, and that 600 jobs can be provided for the Lummis. Indian leaders in the promotion and development of the project are Cagey, Kinley, and Vernon Lane, Chairman of the Lummi Indian Council.

Dr. Heath pays high tribute to the Indians for the progress that has been made, pointing out that they have worked tirelessly for long hours to make the project a going concern. He recalls that Lummis who dropped out of school in the fourth or fifth grades have developed into excellent technicians, and that others have become capable business and office managers. "It could not have been done by non-Indians," he says.

—Economic Development Administration



COLORFUL INDIAN RUGS of many designs are displayed by Spencer Manuel of the center's staff. Articles on sale trace the history of the Pima and Maricopa Tribe in Arizona from the late 17th century.

## Gila River Arts and Crafts Center

*B*lending in with the scenic beauty of the Arizona landscape, the Arts and Crafts Center of the Gila River Indian Reservation reflects the traditional simplicity of Indian architecture.

The \$618,000 center, which was constructed with the help of a \$494,400 loan and a \$110,600 grant from the Economic Development Administration, combines a sales center, a restaurant, and a museum of Pima and Maricopa tribal history.

Since the center was opened to the public in March, sales have gone as high as \$3,500 a day, according to Jerry Collings, project director. More than 20 new jobs have been created at the center.

Both the Smithsonian Institution of Washington, D.C., and the University of Arizona are providing assistance in establishing the museum.



ADMIRING THE WORKMANSHIP of a Pima Indian basket, Jerry Collings, project director of the center, speaks with Naoma White, an instructor and demonstrator in basketmaking. Collings said the center takes extreme precautions to authenticate all sales items as Indian-made crafts.



ADAPTING INDIAN DESIGNS to modern-style shoulder bags are Mrs. Melinda Soos, left, and Mrs. Carmelita Juan who make many of the colorful and useful articles that are on sale at the center.



REFLECTING THE TIMELESSNESS of nature, the glass walls of the crafts center look onto an interior courtyard where guests can enjoy more reservation folklore.

# INDIANS LOOK TO THE FUTURE—

## THEY'RE MAKING IT THEIR BUSINESS



*INDUSTRIAL EXPANSION*—An EDA business development loan of \$475,000 made possible the expansion of the Navajo Forest Products Industries plant at Navajo, New Mexico.

The average life expectancy of an American Indian living on a reservation is 46 years. His family has an annual income of less than \$2,000.

He is part of an Indian work force that numbers about 130,000 across the country. Almost 40 percent of this labor pool is unemployed. And about one-third of those who are working are "underemployed" because their jobs are seasonal or temporary.

The Indian has been called the lost American. Some cynics have labeled him the Last American.

But his image has been undergoing a transformation in recent years—partly because industry has discovered that many reservations are fertile ground for expansion programs, and partly because the Federal Government has made available a wide range of programs designed to promote both economic and social growth in Indian communities.

However, the emergence of the new Indian is primarily a self-styled movement resulting from progressive reservation programs based on tribal concern for the future.

On reservation after reservation, tribes are increasing their commitment to chart their own futures by using change as a tool rather than avoiding it.

The Indian's needs are many and varied. One of them, of course, is economic strength. To many this simply means large-scale industrial development.

Often lost, however, in the wake of news that industries have begun to establish large plants in increasing numbers on reservations is another sign of change—the growth of Indian businesses of all sizes and types.

The director of a business development program serving 17 reservations in Arizona says this type of growth is vital to reservation progress.

Robert J. Slinkard, program director, continues:

"Indian owned and managed commercial enterprises and small enterprises

would enable Indians to provide services and commodities to each other, generate profits into family economies from their own initiative, and provide job opportunities for their neighbors. . . . Small businesses in the community would spread the meager purchasing power of all the residents by providing nearby goods and services that Indians now travel many miles to obtain."

In a report on the program, Slinkard points out that size is not a valid economic indicator. If a business is meeting its objectives and if it is owned by an Indian employing other Indians, then its impact is substantial.

Giving an example, he says, "Giant and costly non-Indian owned supermarkets are not required in areas where a small Indian grocery store would meet the needs of the community."

The 17-reservation business development program that Slinkard directs has been operating since February 1969 under a \$200,000 grant from the Economic Development Administration.

With Indians staffing all of the field slots, the program has been instrumental in getting nine small businesses in operation on reservations. This has been accomplished by helping to secure loans and providing management and technical assistance.

Now in operation are an armature-rewinding shop, a service station, a barber



*CLOSE LOOK*—A Navajo Indian performs precision work in transistor assembly at the Fairchild plant in Shiprock, New Mexico. The plant was built with EDA financial aid.

shop, a grocery store, an arts and crafts shop, a cafe, a recreation hall, a seamstress shop, and a canvas-products shop.

In addition, about 60 potential business opportunities have been identified.

These include automotive repair, contract hauling, a laundry, a trailer court, riding stables, landscaping, hog raising, and a brickyard.

Other forms of support from EDA are enabling reservations throughout the Nation to establish and operate tribal enterprises. Some examples follow.

### Red Lake Reservation, Minnesota

The Red Lake Chippewa Tribe owns and operates a sawmill, which employs about 55 Indians. The mill produces about 5 million board feet of lumber annually. Logging generates at least another 50 jobs in support of the mill and planing operation.

The mill was constructed with the aid of a \$200,000 business loan approved by EDA in June 1966. The tribe provided \$280,000 to complete the project cost.

The facility replaced a tribal sawmill destroyed by fire in December 1965.

Other businesses operated by the tribe are a fence plant, which uses white cedar, and a commercial fishery, which nets more than 1 million pounds a year. Walleyes are the main catch, and the tribe imposes a limit of 650,000 pounds per year on this species.

### Mescalero Reservation, New Mexico

Cattle production is a major source of income for the Mescalero Apaches. More than 40 percent of the tribal members own stock in the reservation's cattle-growing cooperative.

The herd numbers about 6,000 Herefords. EDA approved a \$144,000 grant to help the tribe construct 100 miles of fencing. This will enable the Mescalero Apaches to make better use of water and grazing land.

Cattle production yields an annual gross income of about \$360,000. The fencing project is scheduled for completion this summer.

Also expected to be completed this summer is a retail center being constructed in part with a \$108,000 business loan from EDA. The new facilities will include a general store and a service station to be located at the community of Mescalero in a tribal commercial park.

### Alabama-Coushatta Reservation, Texas

The Alabama and Coushatta Tribes have been operating a successful Indian Village and tourism complex on their reservation since 1965.

Attendance has grown steadily and has reached the point where facilities must be expanded before more visitors can be accommodated.

About 125,000 persons are expected to visit the Alabama-Coushatta enterprise this year. The tribes are implementing an expansion program being funded by EDA and the State of Texas. Each is providing \$209,000 to construct a dam, a 30-acre lake, and camp, trailer, and picnic sites.

The existing tourism facilities provide between 120 and 140 part-time and seasonal jobs. Although the Indian Village is open on weekends during the winter, new attractions will enable the tribes to convert their business into a year-round business and generate permanent jobs.

During the fishing season, the Annette Island Canning Company—an Indian enterprise located at the community of Metlakatla—is in full operation from July to September. At this time of year more than 150 Indians are employed at the cannery.

Tribal members also operate 28 seine-type fishing vessels, which employ about 170 crew members during the season.



**ON THE WATERFRONT**—Grant and loan funds totaling \$442,000 from the Economic Development Administration helped build this fishing pier and mooring facility at the Metlakatla Indian Community, Annette Island, Alaska.



**RECREATION**—This community center on the Mescalero Apache Reservation in New Mexico was built with the aid of an EDA grant of \$575,000. A group of retail facilities being constructed nearby with EDA financial assistance is due for completion this summer.

### Lummi Reservation, Washington

In May 1969, EDA approved \$585,000 in public works funds to help build a cold-storage facility and processing plant at Metlakatla. The facilities are under construction and will enable the Indian community to diversify its catch and extend the season to about 9 months out of the year.

Metlakatla has a population of about 1,100. Indians own and operate a wide range of retail businesses and services.

With the aid of \$143,000 in funds from EDA, the Lummi Tribe is carrying out an aquaculture program that promises to result in several profitable businesses.

The sea-farming of Lummi Bay is expected to produce the following results.

—Within 5 years, the production, harvesting, and marketing of oysters and fish can evolve into a \$4-million industry employing 600 persons.

—The tribe will be able to sell oyster larvae on both the domestic and overseas markets. Last year the Lummis established the first commercial oyster hatchery on the West Coast, where more than 100 million oyster larvae have been hatched.

—The production of baitworms will be a thriving enterprise in itself.

—The commercial harvesting of red algae is feasible. The tribe already has received an order for 500 tons of red

seaweed. This type of algae is being harvested in only three other parts of the world, none of them on the North American continent. It is used as an emulsifier in foods, drugs, and cosmetics.

The Lummis are involved in training and education programs to fill the technical and business management needs of their project.

### Navajo Reservation, Arizona, New Mexico, and Utah

The most prominent tribal enterprise on the huge Navajo Reservation is Navajo Forest Products Industries (NFPI).

Established in 1958, NFPI employs more than 500 persons, nearly all of them Navajos.

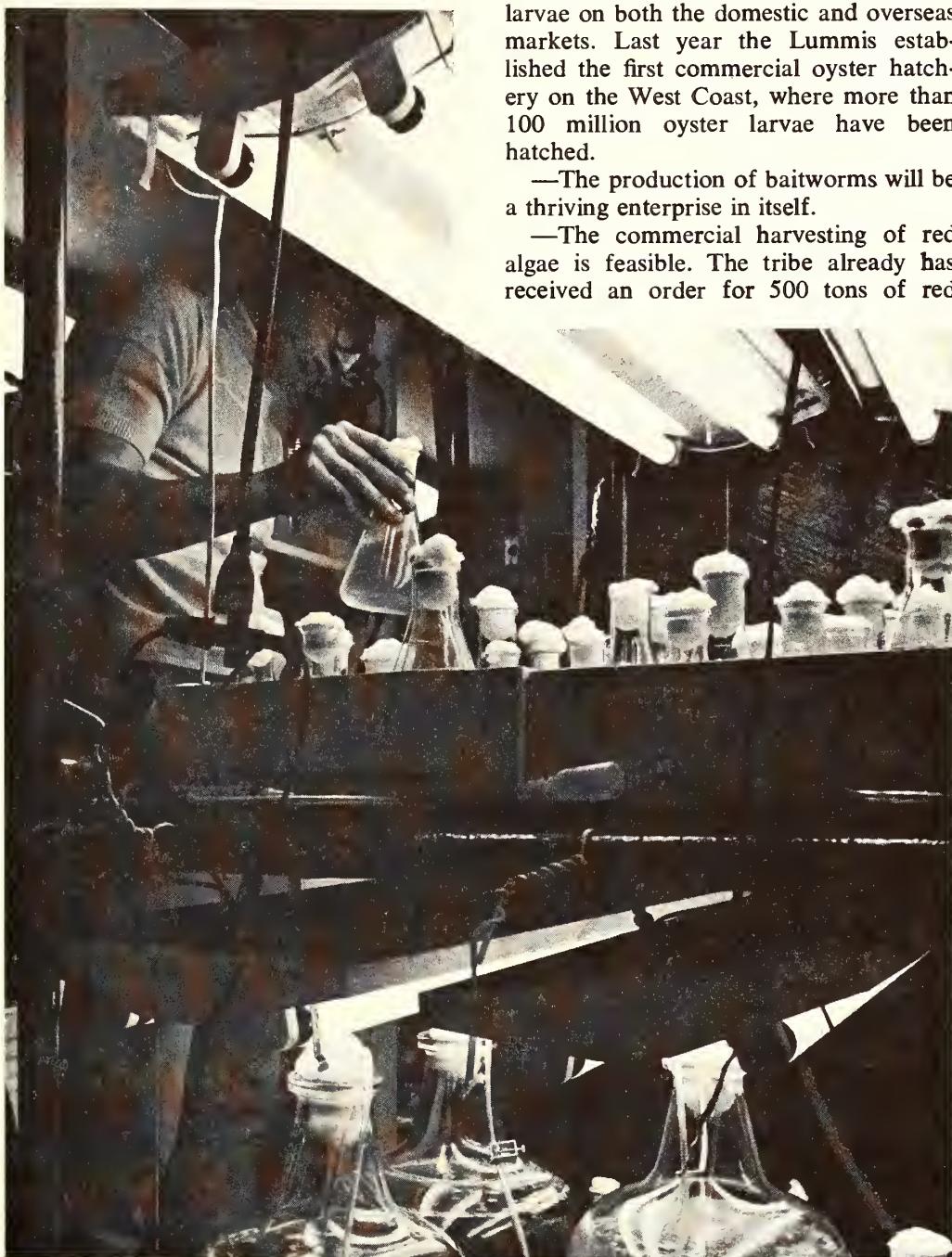
The company has a \$6.5-million sawmill of all-steel construction, one of the most modern in the industry.

NFPI harvests selectively to insure that cutover areas are reseeded. About 40 million board feet of lumber are cut annually. Most of the crop is prime ponderosa pine. The reservation encompasses about 700,000 acres of forest.

In June 1966, EDA approved a \$475,000 business loan to enable NFPI to expand and construct a millwork and cut-stock plant. Total cost of construction was about \$850,000. The funding was completed by NFPI and a bank.

The new plant began operations in 1968 and produces items for the home-building industry and specialty products for the manufacture of furniture and toys.

*"Our destiny is in our hands and nobody else's."* This belief is basic to the development program under way on the Mescalero Reservation. Perhaps it best sums up the new patterns of growth cropping up in Indian communities across the Nation—and business is an essential part of that growth.



**ECONOMIC RESOURCE**—A Lummi aquaculture trainee cultures pure strains of algae to feed oyster larvae and seed at the Lummi Indian Shellfish Hatchery in northwest Washington. The Lummi Tribe is carrying out its aquaculture project with \$143,000 in assistance from the Economic Development Administration.



**WATER-BASED RESEARCH**—The 4-acre area of Lummi Aquaculture Research Ponds for fish and shellfish culture was constructed by Lummi men in a race against winter storms, rain, fog, and 60 mph winds—and in half the time predicted by engineers.

# New Jobs On the Reservation Are Crow Indian Keys to Growth



When Custer stands again at the annual reenactment of the famous southern Montana battle with the Sioux in 1876, the Crow Indian Reservation's first tourist accommodations near the battlefield site will be ready.

They will serve visitors with everything from modern motel bed and board to rental tepees equipped for campfires in the middle of each, Indian style.

Tourists midway between the Black Hills and Yellowstone National Park can now stop over comfortably in the Crow country of hilly grassland, deep canyons, and historic overtones. Area residents are expected to share in more tourist dollars spent by travelers who may now stay at the new motel-recreation complex within sight of the Custer Battlefield National Monument.

The facility is one of several ventures through which the Crow have pioneered in Indian reservation economic development efforts to reduce unemployment and provide better homes, education,

and a better way of life for their children and grandchildren. It was funded by an Economic Development Administration public works grant of \$802,750. The Indians contributed \$84,750, for a total project cost of \$887,500.

The motel contains 60 units. An adjacent 2-story restaurant and coffeeshop, including balcony seating, accommodates 80. In addition, there are outdoor dining facilities and a sales area for Indian handcrafts. A utility building includes showers and restrooms, and there is a swimming pool.

Nearby, a "Heritage Village" includes a campfire-in-the-round for traditional evening sings and dances. The village has been planned with assistance from Tribal Historians Eloise Pease and Joseph Medicine Crow, who is also an anthropologist, to assure authenticity. It depicts the culture of the Crow at a time when travel was with dogs drawing loads borne between two poles on primitive travois, and features Indians

demonstrating such procedures as tanning hides, preparing foods, weaving garments, and crafting beadwork.

Cultural Committee Elder Floyd Real Bird has designed a Sun Dance Lodge for the village. During the dedication, scheduled for July, the Indian Tobacco Society planned to perform a spring tobacco dance ritual there and plant tobacco for the success of the complex.

In addition to 40 rental tepees for tourists, a campground near the adjacent fairgrounds will enable as many as 400 Indian tepees to be pitched for the popular annual Indian fair. Space for family tents, trailers, and campers is available.

The fair draws the largest annual gathering of American Indians. Members of some 50 tribes pitch more than 300 tepees and remain for a week of dance and rodeo events during mid-August. This year's fair will be held at the new 3000-seat grandstand opened at the complex last fall.

The battle reenactment will be near stone markers that show where Custer's men fell on the field during the great Sioux assault. Visitors can also see the monument over the common grave and a museum containing battleground diagrams and mementos of the event.

An estimated 500,000 toured the area last year, and more are expected with the addition of the new attractions and accommodations. About 80 full- and part-time jobs have been set up for the first year's operation of the complex, and 118 Crow Indians have been or are being trained as chefs, guides, desk clerks, waitresses, maintenance workers, and restaurant managers.

Unemployment on the reservation is at 30 percent and is being aggravated by an increased birthrate. Also, jobless young people are returning to their parents' homes following industry and business shutdowns in Seattle, where they had migrated.



MOTEL CENTER—In addition to overnight accommodations, it includes a sales room for "Indian-mades," restaurant facilities, and meeting rooms.



*PREPARATION*—In work-study sessions at Absaloka Youth Camp (Absaloka is the Crow word for Crow), Indian boys and girls develop jobworthiness for future employment opportunities. Sportsmanship is part of the game as these youngsters are learning on an improvised football field in Black Canyon.

Crow economic development action accelerated in the mid-sixties with the availability of Federal grant and loan programs, especially those of EDA designed to help low-income communities help themselves by developing local business and industry.

Other Crow economic development projects assisted by EDA include:

- The first industrial park on a Montana Indian reservation, developed with an EDA grant of \$240,800 and a tribal contribution of \$72,100.
- A carpet mill, now employing 97, with an annual payroll of close to half a million dollars. The plant was built at a total cost of \$1,100,000. EDA loaned \$715,000 toward the plant, now leased by Crow Industries, Inc., to the Mohasco subsidiary of Mohawk Carpet Co. Mohasco also uses the first plant built by the Crow. Both buildings are at the industrial park.
- A waste-treatment plant and enlarged sewer system expected to help the carpet mill expand and also serve other parts of the reservation. EDA provided a \$159,300 grant and a \$64,000 loan, and the Federal Water Quality Administration provided \$95,700 for waste treatment to complete the \$319,000 total cost of the project.

*JOB*—Employment for Indians is a primary purpose of Big Horn Carpet Mill, which operates in two buildings at the Crow industrial park.

• A permanent work-study camp for teenagers, which the tribal council endorsed to provide the youngsters "with a means of earning money for clothes and school expenses" and also to teach "wholesome attitudes toward work and work habits they will use later in life."



UTILITY BUILDING—Robert Nomee, Crow Indian, helps to complete the stonework.

EDA granted \$326,100 to help develop this facility in beautiful Black Canyon. The tribe provided \$83,000 in land and cash to complete the cost of \$409,100.

• A marina at Ok-a-beh, where the Crow have secured exclusive rights for concessions at Yellowtail Dam in Big Horn National Park. EDA has approved a \$294,000 grant and a \$100,000 loan to help build the \$490,000 complex, including 200 boat slips, a small restaurant, a visitor center, and a floating tackle shop. The Crow are contributing \$96,000.

• The Crow Tribal Community Building near Custer Battlefield, which houses offices for tribal and government projects concerned with the Crow economy. EDA provided a \$682,000 grant and a \$76,000 loan for total project cost.

• Two feasibility studies sponsored by EDA—a water survey and a meat-packing industry report. Recommendations from both are being considered by the Crow as possible future projects.

The Crow also helped form the Big Horn Economic Development District, through which Indians and non-Indians plan mutually helpful projects. The district includes Crow and Northern Cheyenne reservations and that part of Big Horn County not included in the reservations.

New plans to augment the reservation economy are included in the updated Reservation Development Program submitted to EDA in April by Tribal Chairman Edison Real Bird.

"Our main objective," he writes, "is to raise the per capita income of the Crow people by increase of permanent job opportunities within the Crow Reservation."

The Crow is 1 of 15 Indian reservations selected by EDA and the Office of Economic Opportunity in September 1967 for special assistance. Crow have attended EDA seminars with representatives of banks, railroads, utilities, and State and local government agencies in efforts to forward and coordinate economic development programs.



GRANDSTAND—Indian events and other programs in this 3,000-seat facility mean more tourist dollars for the reservation.

## Change Comes To Gila River Through Industry

Economic development has come to the Gila River Reservation in Arizona.

During the last 4 years, unemployment has dropped from 56 to 18 percent, the median family income has jumped by 150 percent, and the welfare rate has been cut in half.

The results reflect the aggressive development program the reservation has been implementing to meet both economic and social needs.

The reservation program provides for the establishment of light and medium industry, the expansion of livestock production, the development of tourism and recreation, and the use of extensive vocational training.

The Pima Tribe occupies all but the far western part of the reservation, where the Maricopa Indians live.

To help support the reservation's drive toward economic strength, EDA has approved \$5.3 million for reservation projects, which have included the development of three industrial parks.

One industrial newcomer to the reservation is Baron Container Corporation, which dedicated its 100,000-square-foot plant this summer.

Located in the Pima-Chandler Industrial Park, the facility produces styrofoam drinking containers for the wholesale market. Production exceeds 1 million containers a day and is scheduled to reach 2 million soon. More than 110 Indians are employed at the plant.

The tribal council provides bus transportation to and from the plant and has set up special screening and vocational-training programs at the reservation's

"career center." Basic educational courses are taught as well as job skills.

The park is operated by the Lone Butte Development Corporation, a non-profit company composed of Indians and businessmen from nearby Chandler.

The corporation, which has a 50-year lease agreement with the tribal council, develops the land and seeks industrial occupants.

The tribal council receives 90 percent of the Lone Butte Corporation's revenues. The remainder goes to the corporation for administrative expenses.

How successful is the container plant?

Everett Brown, vice president and general manager of Baron Container, says, "Our problem is delivery; we're all sold out." The plant is operating three shifts, 7 days a week.

# EDA Program Enables Indian Interns To Gain Expertise in Industrial Planning

We did not come to reminisce about the sale of Manhattan Island or to sell blankets and trinkets. We came to point out the advantages—in dollars and cents—of putting up a factory on a reservation."

These were bold words when spoken more than 2 years ago by a Navajo Indian at an industrial show in New York. Today, however, they reflect a pattern of Indian industrial development that can be found on dozens of reservations across the country.

The Indian and industry have discovered each other, and both are profiting.

One of the catalysts has been the Economic Development Administration. More than 2,000 Indians now work for manufacturers in reservation industrial parks developed with the aid of about \$7 million in EDA public works funds.

EDA support of economic development programs on the reservations is linked to tribal initiative and participation. To foster the conditions under which reservation progress is determined by the tribes themselves, EDA has approved \$2.4 million in planning funds for Indian economic development.

As a result, EDA-assisted planning staffs are charting development programs for 80 reservations.

However, a formidable obstacle has been the severe shortage of expertise in the field of industrial development at the tribal level.

To help clear this hurdle, EDA and the American Industrial Development Council Educational Foundation have initiated a national pilot program for the comprehensive training of Indian interns in the theory and practical application of industrial development techniques.

The 12-month, work-study program began in October 1970 under the direction of the AIDC Educational Foundation. Perhaps the most noteworthy aspect of the project is the extensive public, private, and university support it has stimulated.

Richard Preston, executive vice president of AIDC, reports: "We are extremely pleased with the way this program is progressing, and with the considerable talents demonstrated by the first nine interns selected for training.

"The response has been excellent. About 75 Indians applied for the training. We knew long before now, of course,

that there is plenty of desire and ability on the reservations. But the missing ingredient has been expertise, which can best be gained through formal training and on-the-job experience.

"Under this program, the interns are getting both, and after they complete the training, they will have the tools necessary to play a significant role in Indian economic development.

"We have every reason to believe that this program can be continued and expanded beyond its 1st year of operation. Nothing like this has been tried before for the Indian, and we are confident it will help advance the entire field of industrial development as a profession.

"Together with EDA, we have a lot of experience in this field, and this program is an excellent means by which we can put it to maximum use where it is badly needed," Preston said.

The total program cost is \$165,630. Most of the funding has been provided through grants from EDA (\$59,152) and the William H. Donner Foundation (\$40,000). The Donner Foundation is

an active supporter of Indian economic, educational, and social development.

Seven State economic development agencies and two private corporations are meeting the balance of the program expenses. Each agency and corporation is sponsoring an intern.

The interns work as staff members of the sponsoring organizations and also take 1-week basic industrial development courses at participating universities. The course material was developed by AIDC over the last 3 years.

Participating schools are the Universities of Arizona, Colorado, and Illinois; Texas A&M; and the Rochester (N.Y.) Institute of Technology.

The ages of the trainees range from 20 to 40. All trainees have completed high school. Nine have attended college previously, and three hold the bachelor's degree.

Their experiences are varied. One owned and operated a television sales-and-service shop. One worked in supply for the U. S. Public Health Service. Another fought in Vietnam, where he was



PAPAGO—Richard S. French, a Papago Indian, meets with Richard Preston, seated left, executive vice president of the American Industrial Development Council, and Robert G. Worden, executive director, Arizona Department of Economic Planning and Development.

awarded the Bronze Star. One was a freight foreman for a trucking company; another was a janitor in a bank.

One of the interns is Donald Montoya, a Laguna Pueblo Indian and father of

three. He entered the intern program under the sponsorship of the New Mexico Department of Development.

Montoya, 34, had been serving as executive director of the Community

Action Program at Laguna, where he supervised more than 60 persons in the planning and implementation of development programs supported by the Office of Economic Opportunity.

He attended Northern Arizona University at Flagstaff and holds an associate in arts degree from Western State College of Engineering at Inglewood, California.

Montoya has worked as a munitions handler at an ordnance depot, a railroad-car repairman, an electronics technician, and a Neighborhood Youth Corps coordinator.

He says Indians need and want to take an active part in industrial development on reservations, but have been unable to do so because they have not had the opportunity to gain the needed skills. He intends to help change this situation.

Another intern is Darrell W. Phare, 22, who was graduated last August from Western Washington State College at Bellingham with a bachelor of arts degree in education.

A Lummi Indian, Phare is serving his internship with the Washington Department of Commerce and Economic Development.

During two summers in high school, he participated in a 50-student pilot program at Western Washington State called "Project Overcome."

The program involved youths from different backgrounds and ethnic groups living and studying together on campus.

In college, Phare again joined this project, but as a tutor and counselor. While enrolled in college, he also worked as a commercial salmon fisherman and as a student teacher at Everett. Phare is the first in his family to be graduated from college.

He remembers with pride the day last September when he walked into his parents' home to visit. He was greeted with a local newspaper opened to an article headlined, "Phare To Take Part in Industrial Development Program."

Other interns and their sponsors are (1) Clifford A. Black, an Eskimo—Ecosystems Division of Grumman Aerospace Corporation, Anchorage, Alaska; (2) Richard S. French, Papago—Arizona Department of Economic Planning and Development; (3) Gary T. McGrane, Penobscot—Maine Department of Economic Development; (4) Lynn L. Davis, Chippewa—Area Development Department of the Northern Natural Gas Company, Omaha, Nebraska; (5) Ray F. Maldonado, Yakima—North Carolina Department of Conservation and Development; (6) Samuel E. Gardipe, Pawnee—Oklahoma Industrial Development and Park Department; and (7) Wendell W. McLester, Oneida—Wisconsin Division of Economic Development.



LUMMI—Governor Daniel J. Evans of Washington discusses with Darrell W. Phare the location of modular-home manufacturers in the State. The map they are studying was developed by Phare, a Lummi Indian.



CHIPPEWA—Lynn L. Davis, center, goes over data with James E. Moylan, left, vice president of marketing, and Thomas C. Jetton, director of economic research for the Northern Natural Gas Company, which has headquarters in Omaha. Research is an important part of the intern program established for Davis, a Chippewa Indian.

## Business Counseling Service Gives Ability Its Chance

Several years ago, Maynard Whitebird, working in Milwaukee, took personal inventory. The Wisconsin Indian had a 5-year apprenticeship and 13 years' additional experience in tool and die making in the city. He wished to return to his home in northern Wisconsin and was confident of operating his own business.

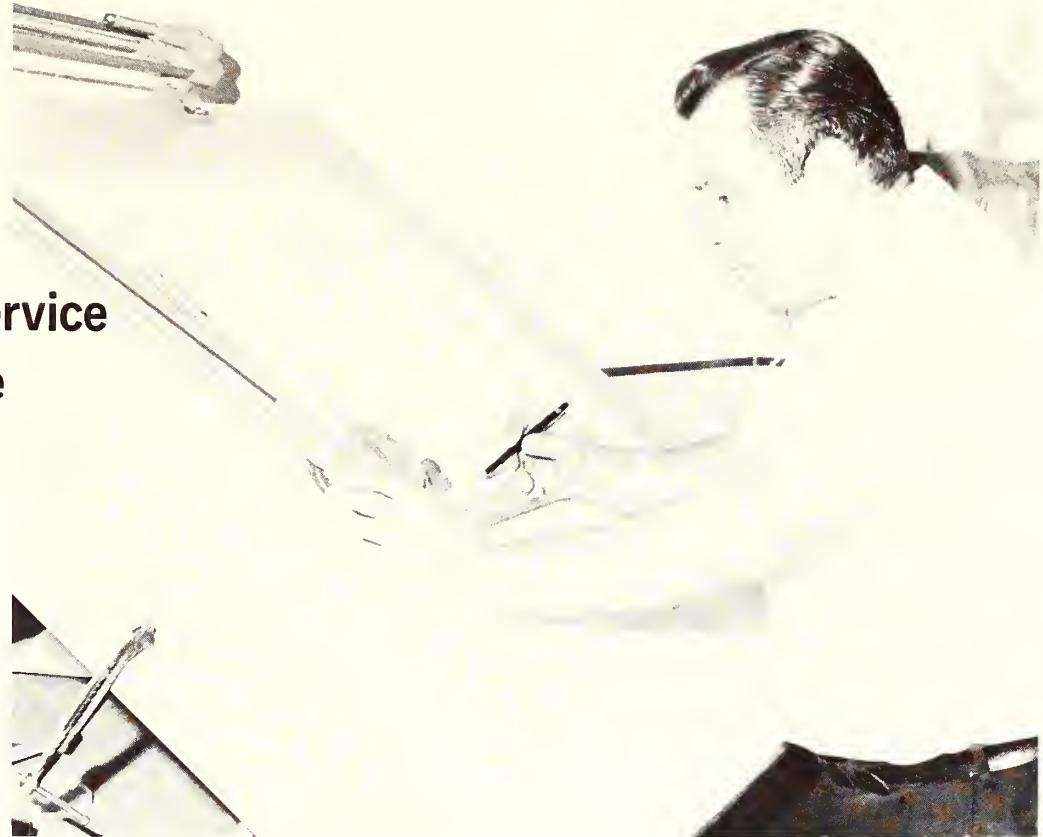
Today, Whitebird owns a tool and die shop at Ashland, in the northern part of the State, manufacturing steel molds for casting parts of household appliances and car accessories and doing nearly \$40,000 in annual sales.

Whitebird's success has been described by a local newspaper as "an unmatched miracle story in local industry." It might also be tied to the fortuitous meeting of Whitebird with the Northern Wisconsin Development Center.

The center, operated by the University of Wisconsin at Wausau, extends professional services in establishing new businesses. It has received technical assistance funds for this program from the Economic Development Administration.

The Wisconsin Indian Subregion gets top priority from the center in its efforts to develop job opportunities. The subregion consists of Menominee County, 10 Indian reservations, and numerous Indian communities—all largely underdeveloped, with nearly 90 percent of the families earning less than \$3,000 annually.

Whitebird's introduction to the Northern Wisconsin Development Center began with an inquiry concerning a proposed industrial park for the Bad River Indian Reservation, near Ashland. However, with counseling from the center, he selected the necessary equipment and set up shop in a building in downtown Ashland, instead.



*AT THE DRAFTING BOARD—Maynard Whitebird, shown designing a steel mold, may have inherited a feeling for line and form from his father, Peter Whitebird, who was one of the Nation's outstanding Indian artists.*

Financing for the project came from Whitebird's personal savings and a \$25,000 loan from a bank. Through his

experience as a tool and die maker, he made good use of the funds in buying surplus machine tools.

The development center helped set up an accounting system, establish accounting records, and instruct the bookkeeper in using the system. Counseling by the center extended to the installation of equipment and guidance on efficient operating practices.

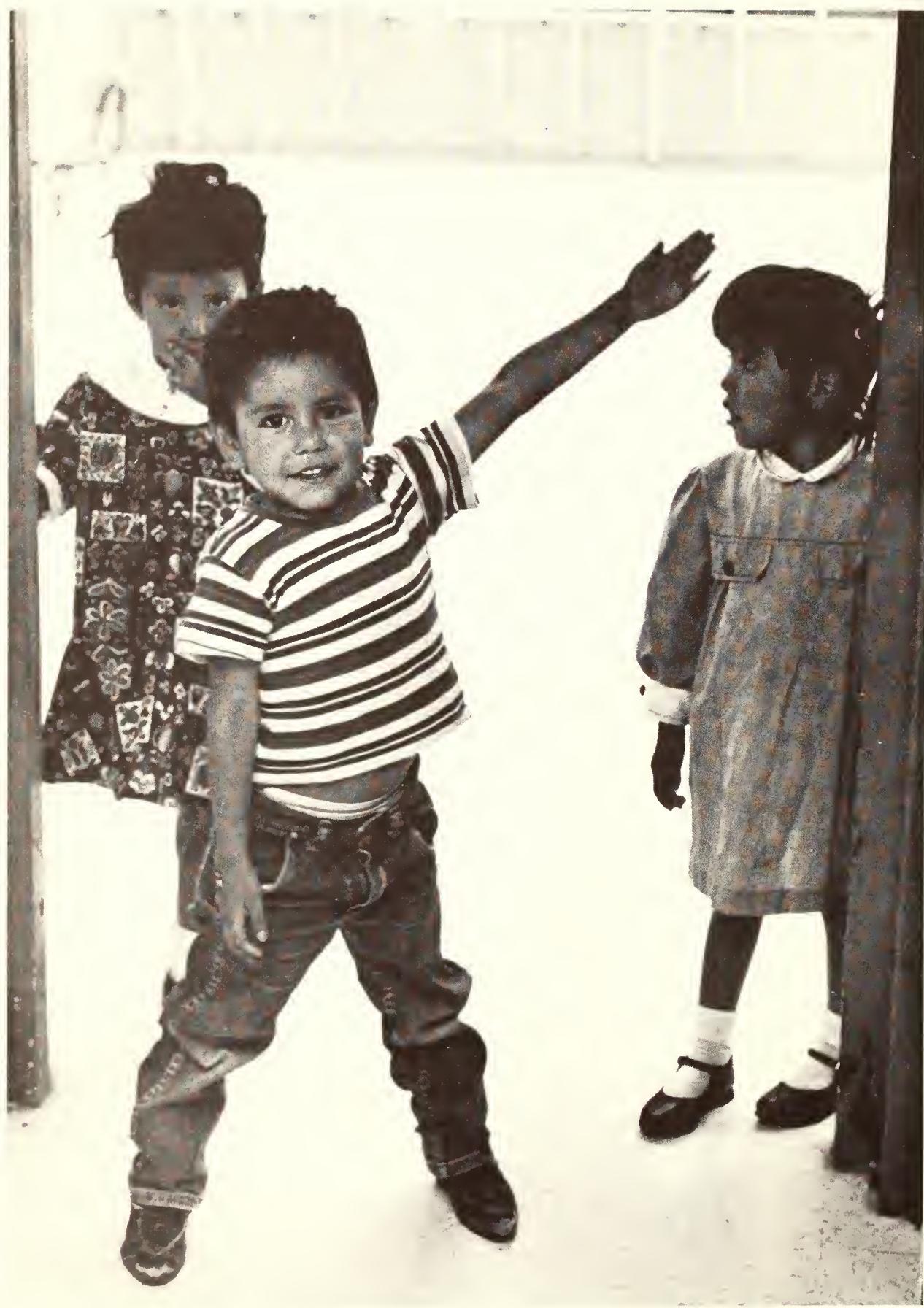
Whitebird, Inc., began operations in 1969. The firm now employs four persons and, with sales totaling \$39,300 for the year ending June 1970, Whitebird is getting assistance from the development center aimed at expanding the markets for his products.

"The help received from the Northern Wisconsin Development Center has been invaluable," said Whitebird.

"We were assisted in procuring equipment and machinery and in solving engineering problems, and we received continued assistance in setting up and maintaining a bookkeeping system as well as the much-needed encouragement in establishing this business."



*ENGRAVER—Dalton Whitebird, brother of the founder of the company, operates a pantograph engraving machine at the Ashland, Wisconsin, plant.*



Entrance to a "Head Start" classroom in Apache Reservation community center, funded with help from the Economic Development Administration, at Mescalero, New Mexico

# *Projects To Grow On for the Mescalero Apache*

Balanced development to meet a variety of economic and social needs has been the foundation of a progressive growth program on the Mescalero Apache Reservation in New Mexico.

Support from the Economic Development Administration has been a substantial factor in the tribe's determination to overcome severe problems of unemployment and low family income.

EDA has approved more than \$3.6 million for Mescalero projects. These include funds to:

—Develop a community center at the reservation headquarters town of Mescalero. The complex consists of "Head Start" classrooms for preschool children,

recreation facilities, a library, tribal offices, and vocational-training facilities.

—Develop at Mescalero a commercial park and construct a retail center in it.

—Construct a dam and a 100-acre lake as part of a major tourism project near Ruidoso.

—Construct 80 miles of fencing to enable the tribe to make better use of water and grazing land for 5,000 cattle.

The Mescalero Reservation is a member of the Selected Indian Reservation Program (SIRP), which is based on tribal initiative and participation and coordinated Federal support. SIRP is sponsored by EDA and the Office of Economic Opportunity.



*A serious moment*



*Wendell Chino, president of the Mescalero Apache Tribe, in tribal offices at Mescalero*

*Who says teaching can't be fun?*

*Continued on next page*

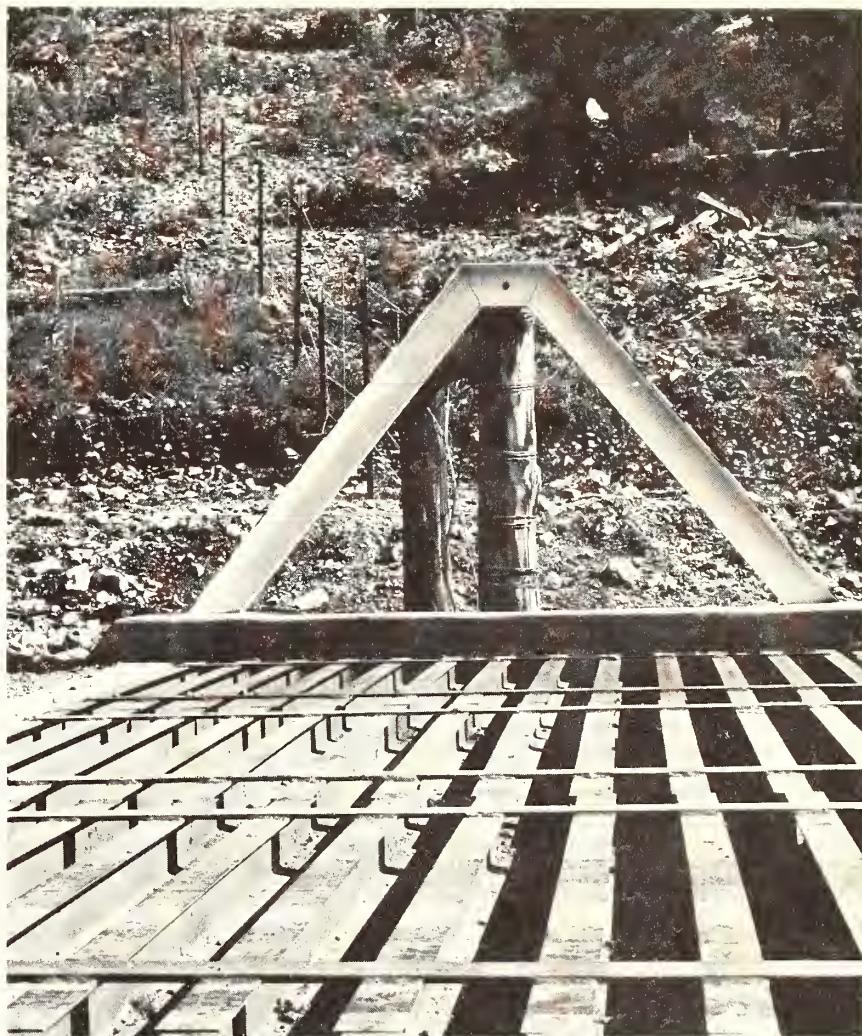
The Mescalero Apache Indian Reservation has an available labor force of some 600 persons aged 18 to 60. Already engaged in the construction of some industries, the reservation seeks to create more jobs for its people so that their standard of living may be improved.

About 42 percent of the tribal members have stock in Mescalero Cattle Growers, Inc., a business enterprise with a board of directors, operated by an experienced ranch manager who directs the work of handling 5,000 cattle. The manager hires cowboys from among the Apaches.

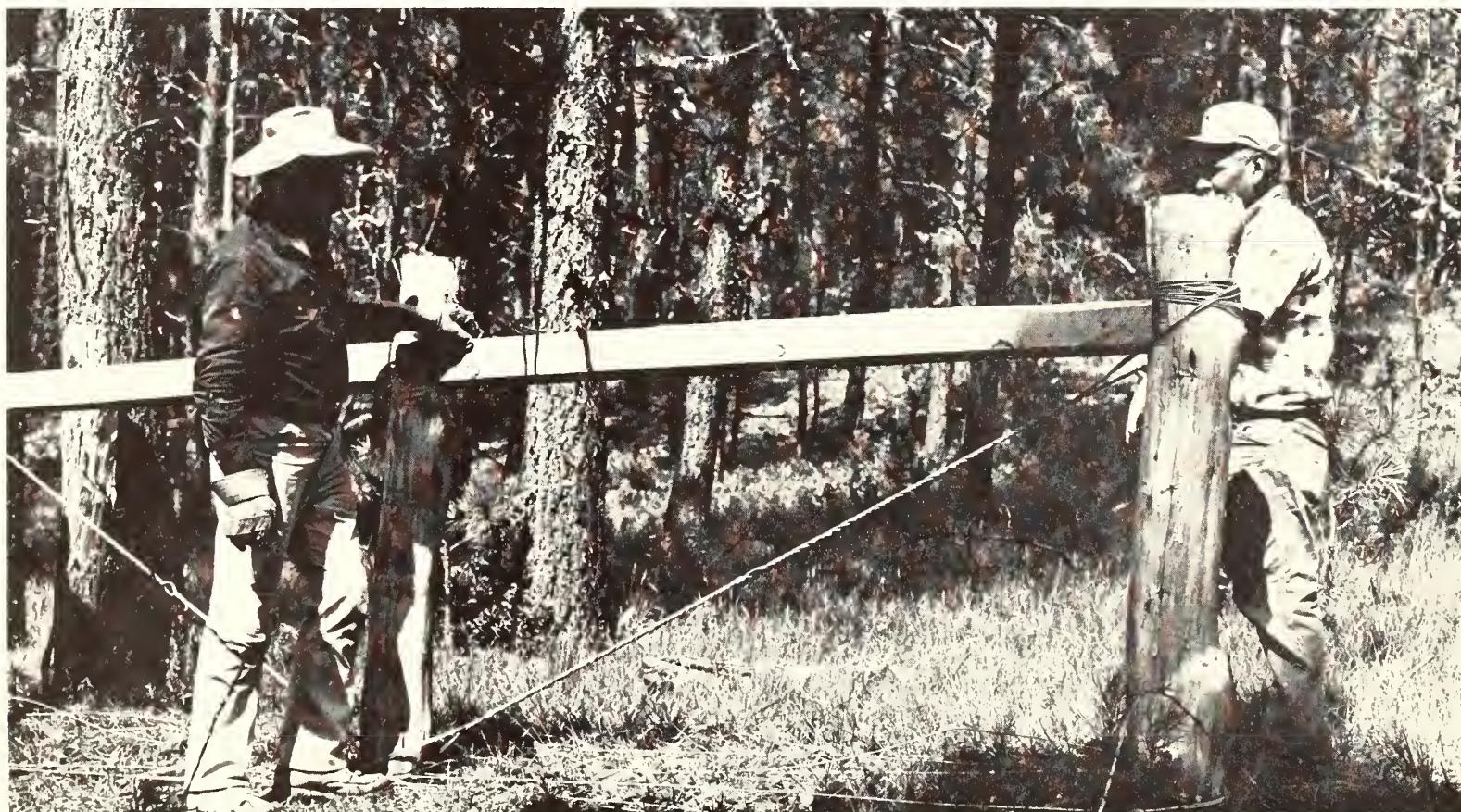
A \$6.8-million, 150,000-acre recreation and tourist project is to be constructed on the reservation near Ruidoso, with work to begin this summer and scheduled to be completed by December 1973.

Wendell Chino, tribe president, said that the first phase of the project, known as Ciengita Tourist Complex, would include a 125-unit resort hotel and convention site, a 1½-mile-long lake and an 18-hole sub-irrigated golf course. He said that later a dude ranch and riding stables would be added.

The Economic Development Administration has approved a \$2.2-million grant for the enterprise. The balance of the construction costs will be met by a \$500,000 tribal appropriation and borrowed private capital, including investments from Eastern tourist and hotel concerns.



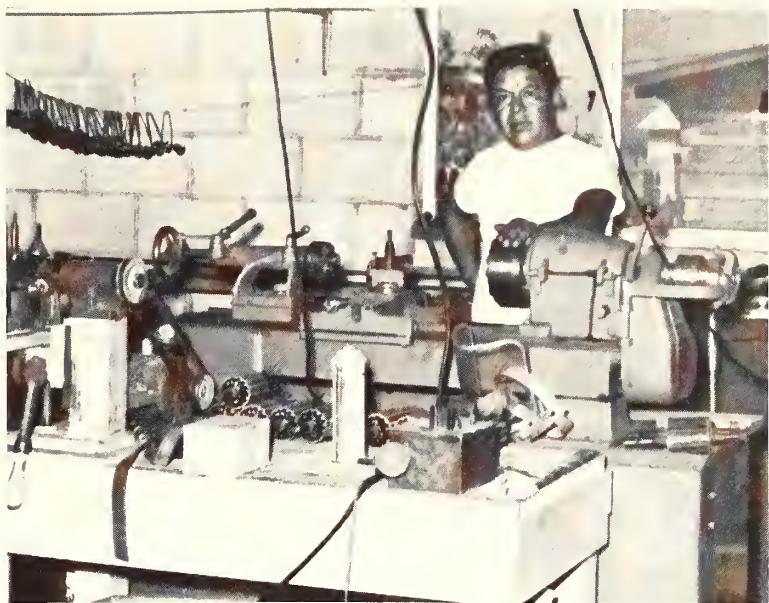
*Cattle-fencing project*





*Electronics plant*

Rosebud Sioux Reservation, South Dakota



*Armature-rewinding shop  
Gila River Reservation, Arizona*

## **Indian Businesses: New Route to Reservation Progress**

Sometimes overlooked in the midst of news that private industry has begun to establish large plants on many Indian reservations is another significant sign of change: Indian owned and managed businesses are multiplying, partly because of a wide range of support from EDA and other Federal agencies, but mostly because of the Indian's growing determination to shape his own future. Pictured are examples of the types of Indian businesses now in operation on reservations throughout the country.

*Electrical components plant*  
Mille Lacs Reservation, Minnesota



*Barber shop  
Fort Yuma Reservation, California*



# Indians, Chinese, Getting Boost From Federal Development Funds

American Indians, working to strengthen their position in today's economy, and Chinese immigrants, anxious to break the barriers that keep them economically bound in Chinatown, are getting a lift from the Economic Development Administration.

Introduction of a class for Chinese chefs in San Francisco, construction of a tourist facility by the Seneca Nation in New York and development of a site for a Navajo College in Arizona reflect the versatility of recent EDA efforts throughout the country. Two tribes in Alaska and one in Arizona were assisted in planning for the future and a recent EDA grant will make possible the expansion of the country's largest industrial employer of Indians.

## Recipe for jobs

A \$58,948 grant to the Immigrants Development Center of San Francisco will help train and place 75 unemployed immigrants as Chinese chefs. Three 16-week courses will be offered in beginning and advanced cooking, and a complex type

of pastry baking. The program will help reduce the high unemployment rating among immigrants who possess few skills and face a language barrier making it difficult to find jobs outside Chinatown.

## Indian aid

The Seneca Nation will use a \$1,500,000 grant from EDA to help build a motel and museum-information center, part of a recreation-tourism complex on the Allegany Reservation in New York. Special training programs will qualify members of the Seneca Nation for management and other professional positions involved in operation of the complex.

The Zuni Reservation in New Mexico will stimulate commercial and community development with a \$98,000 grant approved for development of a 10-acre shopping center complex. It is expected to create about 35 job opportunities and provide goods and services not now available on the reservation.

On the Pine Ridge Reservation in South Dakota, the Oglala Sioux Tribe will continue a program of planning for growth with a \$38,630 grant to finance administrative costs.

With a \$196,000 grant, the Yavapai Indian Reservation in Arizona will pave the way for construction of a new motel facility and expansion of an existing one. The EDA funds will be used for grading and development of a 14 acre site, extension of water and sewer lines from the City of Prescott to the proposed commercial development. Sixty-one new jobs will be created by the project.

On the Navajo Reservation in Arizona the interest is education. A \$1,499,880 grant will help develop the site of a community college and town at Tsaile. The money, earmarked for the Navajo Tribal



**NAVAJO MACHINIST**—Adjusting the computer that operates his drill press is a machinist at the Fairchild plant on the Navajo Reservation, Shiprock, N.M.



**HER FUTURE?**—EDA is helping American Indians plan and build a better future.

Utility Authority, based at Fort Defiance, will help install water and sewer systems for Tsaile.

Tsaile, on Navajo Route 64 about a half mile north of Tsaile Lake, has been selected as the site for the permanent home of Navajo Community College. Long range plans call for a work force of 380 persons and an enrollment of 1,500 students in four years.

## EDA studies released

"A Development Planning Program for the Central Council of the Tlingit and Haida Indians of Alaska," a Federally-financed study recently released by EDA, calls for a \$4 million program of economic and social development. Development activities will be initiated with \$4 million received in settlement for a land claim in 1968.

The study calls for investment of \$1 million in a Minority Enterprise Small Business Investment Co., an allocation of \$250,000 to enable local development corporations to participate in the Small Business Administration loan program, and provisions of \$250,000 for a Tlingit-Haida credit union.

EDA has \$26,720,000 allocated for Indian projects in this fiscal year.

—EDA

# EDA-Aided Regional High School Offers Job Training in Maine

In eastern Maine, they talk about the Narraguagus High School as the vital core of the 200-square-mile community.

And Principal Robert Feeney adds, "Without help from the Economic Development Administration, none of this would have been possible."

Feeney and James B. Coffey, Jr., executive director of the Eastern Maine Development District, believe that EDA's participation in the school project represents the flexibility and success of the Federal Government's effort to meet the needs of small communities.

In the mid-1960's, six communities in Washington County had individual high schools which, officials believed, were too small to offer studies required by the changing needs of the people. They voted to build the \$763,217 Narraguagus regional high school at Harrington, to include facilities for vocational training.

As the new high school neared completion, the State of Maine adopted firm new regulations against pollution of streams and rivers. Because the school did not provide for sewage treatment, it

*OPEN-AIR CLASS—Adding the roof beams to a garage constructed on the school property are Dana Mitchell (left) and Anthony Faulkinghams, both of Harrington. The class in building construction will later sell the garage and have it moved to the new owner's property.*

posed a potential threat to the Harrington River.

"The school just would not have opened without some form of sewage treatment," said Feeney.

"EDA came to the rescue in a hurry with a \$43,436 grant for these facilities," added Coffey. "I still regard this as one of the more innovative projects approved by EDA. It met the needs of the community in a hurry and helped to complete this school, which now stands as the central core of the area."



Officials say the new school has helped to cut the dropout rate of area students to about 2 percent—considerably below the State average of about 5 percent.

Vocational classes offered to students have also encouraged 70 percent of the graduates to continue their education at vocational or liberal arts colleges. The 30 percent who do not continue their education turn their vocational training at Narraguagus into employment in the lumber, marine, and food-processing industries in the area.



*TIGHT SHIP—A future boatbuilder for the Maine coast is Fred Davis of Addison, left, who receives guidance from Instructor David Ayres in the ancient art of building small vessels. Some graduates of Narraguagus High School have found work in this industry in Maine.*



*EYE TO THE FUTURE—Using goggles as a safety measure, Richard Stanley of Milbridge uses a machine lathe in the regional high school's metal shop.*



Williamsburg Manpower Center:  
Plowing People Back Into The Economy

**WANTED: Industry for rural, farm-oriented area in the Southeast. Choice plant sites available on or near water, with excellent utilities and good transportation. Close to ports and eastern markets. Unique opportunity for right firm. NO HIGHLY TECHNICAL INDUSTRY NEED APPLY.**

If Williamsburg County had run an advertisement seeking new industry three years ago, it might have been similar to the above.

But industry hasn't rushed into Williamsburg (or surrounding counties) despite many attractive features. The reason: lack of skilled manpower.

Williamsburg County is located in the eastern part of South Carolina, an hour's drive from the Atlantic Ocean. Its softly rolling hills, dotted with tobacco, cotton and vegetable farms, give a deceptive air of prosperity; there are few job opportunities other than farming.

"Ted Kennedy's been there, so has George Romney," says A. Wade Martin, executive director of the S. C. Technical Education Committee. "You name a senator or congressman, and if they've ever done a poverty investigation of the South, they came to Williamsburg County."

Three years ago more than half its families earned less than \$3,000 a year. Williamsburg County residents today average less than seven years of formal schooling. Eighty-five per cent of its high school graduates leave each year seeking jobs.

The county is typical of the nation's rural areas that are isolated from big industrial centers. Older, less-educated residents stay on the farms. Those with some education or technical ability move on.

South Carolina's leaders two years ago surveyed the area's bleak prospects and devised a blueprint to attract industry by raising the educational level of its residents.

Federal, state and local agencies, in a unique joint venture, have organized a comprehensive program to provide individual counseling and educational, technical and vocational training under one roof. It's called the Williamsburg Regional Manpower Training Center.

The Williamsburg concept is the first of its kind. Full-scale training begins in September, even though the \$2.1 million center (located on a 40-acre site near Kingstree, the county seat) won't be completed until December. The center's first courses in automobile body repair and basic education are now operating in temporary class rooms in Kingstree and St. Stephen (in neighboring Berkeley County).

To make the project feasible, the center will serve part of a six-county area. Within a 30-mile radius of Kingstree state officials estimate there are 76,000 potential students.

The novel aspects of the center—tailor-made training and comprehensive educational programs—have excited many officials.

Dr. Jack S. Mullins, TEC's deputy director, says: "The Williamsburg concept is intriguing by its very philosophy. In one center, it is possible for an adult of third grade level to secure a basic education, or for a high school student to secure his diploma, or for a graduate to complete an associate degree program."

Dr. A. C. Flora Jr., S. C. Field Director for the Coastal Plains Commission, says, "This model experiment, a cooperative endeavor to uplift the economy of an underdeveloped area, is looked upon by the commission as a most important step in the economic development of the region."

Gov. Robert E. McNair, in a speech last December, said, "If we could apply the principle of the Williamsburg Center to many of our other problems today, we would all be a lot closer to more meaningful and long-lasting solutions."



A young man learns to use a drill during an automobile body class in Kingstree in one of the first courses established at the new Williamsburg Manpower Training Center.

Inter-agency cooperation isn't new. "What makes the Williamsburg project unique," says one S. C. State Department of Education official, "is that you've got all these agencies working under one roof with one goal in mind: providing the best education possible for each student."

Duties of the various agencies have already been relegated. Counseling—the initial step for each applicant—and placement—the last step—will be done in co-operation with the Employment Security Commission, Vocational Rehabilitation and the Concentrated Employment Program. Instruction will be through TEC, Vocational High School, Adult Education and Manpower Development Training.

Industrial needs, such as special training for a new manufacturing plant, will be handled through the State Development Board and TEC Special Schools. Vocational Rehabilitation is also responsible for medical and other rehabilitative services (such as providing prosthetic needs for handicapped students).

"You have all these agencies in any industrial community," says Baxter M. Hood, who just resigned as the first director of the Williamsburg Center to take a similar job with TEC. "And if you can't fit into one agency's program, they send you down the street to another."

"That won't work here. In the first place, many of our people would become discouraged and not apply again. More importantly, the agencies couldn't function because there aren't that many applicants in rural areas.

"But if you provide a center with wide drawing power, you'll get the applicants. They'll all be housed in one building. So if you don't fit this particular program, you don't have to go down the street. You'll be counseled right here about another one."

The facility will be housed in two buildings. One is 35,000 square feet containing classrooms, laboratories, administration offices and the library. The other is a 40,000 square-foot shop, classroom and storage area.

EDA is providing \$1,498,000 for the project. Other funds are from Coastal Plains, \$214,000; State Department of Education, \$150,000; TEC, \$86,800; and Williamsburg County, \$191,200.

The project began in October, 1968.

"The Economic Development Administration for years has been placing water and sewer systems in economically depressed areas," Hood says. "These systems have done something in the way of economic development, but the agency was looking for another way to build up the economy of the area. They came to Williamsburg County mainly because it is one of the most depressed areas in the state."

"Now, if you had just one contribution you thought would be the most important, what would you do? Some type of training, such as a TEC center, wouldn't fit this area because there aren't enough people. EDA decided to make it a joint project."

"Governor McNair tried for years to get agencies to work together. No one agency can do it alone. The governor stressed inter-agency cooperation."



The Williamsburg Regional Manpower Training Center is located on a 40-acre site in Kingstree. The front building will be used for classrooms, laboratories, administration offices and library. The rear building houses a shop, classrooms and storage area.

"So various committees got together to study what type of training facility should be put here. EDA made the money available, and it became a crash program. When I came here in July, 1969, we redesigned the building because all we had at the time was a project proposal."

The Williamsburg Center will offer vocational-technical training in engineering technologies, industrial and construction crafts, business and office occupations and health programs (such as training to become a medical assistant).

An associate (two year) post high school degree will be offered. The center will, as TEC centers do throughout the state, train people to work in existing plants and new industries. (The Williamsburg Center has already begun assisting the county's largest employer, Baxter Laboratories, with a supervisory training program). And the University of South Carolina is investigating the use of research programs at the center.

"We want to break the poverty cycle," says Hood. "People migrate out of the area to find jobs, then send

their children back to Williamsburg County to live with their grandparents."

One of the problems will be to acclimate newly-trained workers to an industrial climate, Hood says. "It's more difficult for people who have never worked in industry. It takes time to get them accustomed to the routine of a manufacturing plant. But it's not impossible. The majority of these people know farming, but they don't know a thing about a factory."

If the Williamsburg program is as big a success as officials hope, the concept will be applied to other rural areas. There are indications, one educator says, that similar programs can function just as well in the cities.

"Look," Hood says, "we're all working toward the same goal—the goal of training people to fit today's technical needs. Williamsburg just can't miss. If it does, we've been doing something wrong for a long, long time.

"This area is one of the last frontiers in the state for industrial development. Right now it's a liability. But with the right educational approach and the proper industry placed into it, Williamsburg and its surrounding counties will definitely be assets to South Carolina."



**REBIRTH IN BROOKLYN** — Building 298 at the former Brooklyn Navy Yard, originally an incinerator, is now a bustling source of jobs. Refurbished, it now houses the 75-year-old Nathor Coffee Company.

Photos: Courtesy CLICK

## INCINERATOR TURNS COFFEE ROASTING PLANT

To scores of other prospective tenants touring the former Brooklyn Navy Yard, Building 298 was just an old incinerator with a tall brick smokestack. To Max Apfelbaum it was already a coffee-roasting plant.

A third-generation partner in Nathor Coffee Company, which was about to be displaced by New York's Fulton Street Fish Market urban redevelopment, Apfelbaum was inspecting sites with representatives of CLICK (Commerce Labor Industry Corporation of Kings), a non-profit corporation renovating and leasing the old Navy structures to lure industry to an area suffering 12-percent unemployment.

Since the first planning grant establishing CLICK was approved in August 1966, EDA has made a total of \$833,000 in grants for planning and technical assistance,

nearly \$1 million in public works grants, and \$6.3 million in business development loans to help revive the Navy Yard area as a source of livelihood.

While others peeking into the building were deterred by debris stacked nearly to the ceiling, Apfelbaum saw how well the space would adapt to his roasting equipment. While others were repelled by rats and pigeons, Apfelbaum could envision spotless working space, not only for a basic complement of 20 or 30, but for ultimate expansion as Nathor Coffee branched out from Eastern Seaboard to Midwestern markets.

There was a lot of work to be done: the interior had to be gutted, the old dumping hole filled in to make a platform, new walls and new floors built, and equipment installed.

Apfelbaum was expecting to have a few difficulties with contractors and subcontractors, but he was not prepared for several other obstacles: City of New York regulations, Brooklyn Gas Company regulations, Port of New York regulations, Fire Department regulations—even CLICK regulations.

Apfelbaum persisted—and won.

The lease was signed with CLICK in October 1969. It was May 7 of the next spring before the onetime incinerator gave off its new aroma—roasting coffee. To a starting complement of 30 employees, 20 of them from minority groups, Apfelbaum is adding help as he brings in new equipment. Right now the plant is working 6 days a week, and Apfelbaum's day begins at 7 a.m. A peak run finds him helping with this machine or that.

The 75-year-old firm, marketing as far south as South Carolina, has steady customers in supermarkets, which sell Nathor blends under their private labels. There is a growing market, too, for Nathor's own Pride of Colombia.

Apfelbaum will begin shipping to Detroit and other Midwestern outlets by the first of the year.



**BOSS AT WORK**—Max Apfelbaum, center, co-owner of Nathor Coffee Company, Inc., pitches in wherever production needs an extra hand. Here he helps Jose Perez, left, and Lennie Demias pack cases for shipment.

# .... AND BREWS JOBS AT FORMER NAVY YARD



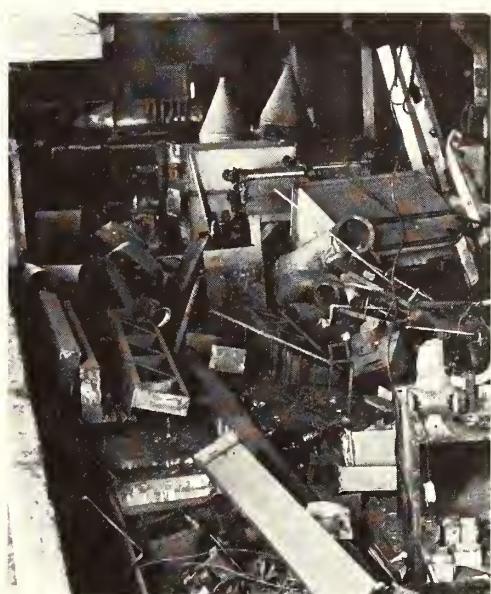
**INTO THE HOPPER—**  
*James Cook, left,  
and Daniel Delaney  
dump raw coffee beans  
into a hopper to be roasted.*

## CLICK's Clicking

CLICK (Commerce Labor Industry Corporation of Kings), which is developing the former Brooklyn Navy Yard to provide employment for neighboring areas, has helped create more than 1,700 jobs.

The report for the fiscal year ending June 30 showed 1,682 employed in 24 enterprises, with a 25th due to join the Navy Yard area shortly.

A year ago, CLICK had signed leases with 10 firms employing a total of 500.



**POTENTIAL —***It took vision to imagine a modern coffee-roasting plant in place of this debris. It took endurance to bring the transformation about.*

# A Freezer For The Eskimos To Solve Local Food And Economy Problems

The joke is on the fellow who coined the one about selling ice-boxes to Eskimos. A cylindrical freezer, 55 feet in diameter, the equivalent of thousands of ice-boxes, has been a great boon this summer to 400 Eskimos living in the little Alaskan village of Savoonga on remote St. Lawrence Island.

## Frozen walrus all year

The freezer came into operation this spring in time for the big walrus hunt of that season. As a result, it provided frozen walrus in the summer for the villagers for the first time in their lives. Heretofore, for the thousands of years that the Eskimos and their ancestors have lived on the island, they have had no refrigeration for walrus meat in the summer. They had to dry it in the sun and open air, and in consequence half of it often spoiled. The loss has been estimated in recent years as up to \$75,000 a year at the going rate of 39 cents a pound for walrus delicacies.

St. Lawrence Island, which is 100 miles long and 20 wide, is in the northern Bering Sea not far below the Arctic Circle. It is one of the westernmost inhabited areas of North America, a treeless and mountainous land of permafrost. The cool sea prevents the growth of summer vegetation. But with all this there is a certain amount of heat in summer and also 20 hours of sun.

The 800 Eskimos of the island live in Savoonga and Gambell and share the resources of the surrounding sea. Gambell is only 40 miles from the Siberian mainland. The inhabitants of the two villages speak the same dialect as their relatives in Siberia.

For years the people of Savoonga had been troubled about the meat spoilage problem in sum-

mer. They discussed the problem with persons they thought could help them. Mrs. Gladys Musgrove, Home Extension agent in Nome, Alaska, took the matter up with the Arctic Environmental Engineering Laboratory of the University of Alaska which applied to Commerce's Economic Development Administration for funds. EDA has supplied about \$180,000 to build the freezer.

The design for the freezer was developed by Phil Johnson, engi-

*The part of the EDA program under which \$180,000 was made available for the Savoonga freezer is a flexible arrangement authorizing assistance to promote economic growth and development in individual problem situations, to test new means for solving local problems, or to relieve or avert unemployment. This phase of the program is applicable throughout the nation.*

*In the 1971 fiscal year, EDA made \$22.3 million available for Indian projects of all types, including projects to help Eskimos. For EDA purposes, Eskimos are classed as Indians. The Indian projects for which aid was extended included industrial park, recreation, tourism, and problem-solving developments, industrial and business enterprises, and technical and planning assistance programs.*

neer for the Arctic Environmental Engineering Laboratory and his associates. Realizing that a mechanical refrigeration system would be impractical in the remote island, the Johnson team produced an ingenious freezer based on a combination of high-salinity brine and thermal convection loops, or non-mechanical auto-



**YEAR-ROUND WALRUS**—Tusks, the hunter's prize, represent meat for the Eskimo's freezer and summer food for residents of the little Alaskan village.

matic heat transfer units. The convection-driven heat pumps serve in effect to store up winter cold for summer refrigeration.

The freezer building is partially buried to reduce the effect of the summer sun. Much of the job of digging the excavation was done by pick and shovel. The diggers had to chop through some of the worst material in the world. In addition, they had to remove vast quantities of ice and snow accumulated in the winter.

Development of the freezer is a breakthrough for suitable iceboxes for Eskimos. The project is a prototype that can be used in other cold areas for freezing whale, seal, berries, and other summer-grown produce in the warm season.

EDA funds for the Savoonga freezer were provided as part of the agency's technical assistance program for helping communities and minority business groups solve local problems and make better use of their resources. This form of EDA assistance totals about \$11 million a year.

As distant and isolated as they are, the inhabitants of Savoonga



**COMMUNITY REFRIGERATOR**—Walrus meat and other food which once spoiled in an Alaskan summer will be kept fresh in this giant icebox which serves an Eskimo community of 400 persons. Residents are shown on top of the new freezer.

have shown in another way their alertness in adopting improved modern methods for solving problems. A few years ago, there were about a thousand sled dogs on the island. Now the number has diminished to a couple of dozen. The reason is that the sled dogs have been replaced by snowmobiles. A visitor to the island is surprised to find that a snowmobile awaits him.

By the spring of this year, the villagers of Savoonga knew that the freezer would work. Thus it would be ready for the walrus catch. On May 22 and 23 the village hunters brought in 33 walrus. On the following day, the first meat was placed in the freezer. This consisted of liver, heart, red meat and flipper. In addition, some delicacies, such as bearded seal, will be stored in the freezer.

A bull walrus will weigh up to two tons, and a cow one ton. They dress out at about half their weight. Thus, 33 walrus would provide quite a lot of meat. But in

recent years the village hunters have been taking an average of about 385 walrus a year, by far the greater number in the spring. Walrus hunting is much tougher in the winter months, due to cold and storms.

The freezer has a capacity of 100 tons. Storage space is in bins above the brine. Because of the freezer, the Eskimos have been able to have feasts this summer in which they can enjoy their special delicacy, walrus liver, whereas at times before they had to eat spoiled meat or starve. The Eskimos eat walrus raw. The surrounding sea has a lot of fish, including salmon, Arctic char, halibut, grayling, whitefish and others. But the Eskimos of the island prefer walrus and seal to fish.

The Pacific walrus herd migrates north during the spring to the Arctic Ocean and south to the southern Bering Sea during the late fall and early winter. The Bering Sea is a highly important

food source for the walrus. It is seldom more than 200 feet deep, and has delectable clam beds on the bottom. The Eskimos have a name, emonnuk, for the second-hand clams found in the stomachs of the walrus. The freezer may store these second-hand clams.

The island Eskimos have a conservation policy for the walrus. The limit on the take is four per boat a day. In view of the importance of the animal to the island economy, such a policy is essential to the survival of the inhabitants as well as the walrus.

The Savoonga freezer has greatly changed the lives of the villagers and ushered in a new day for them. It is another example, and a highly unusual one, of how Government assistance used in the right manner can help solve a local problem, in this case one that had never been solved before and for which no solution seemed available. And the solution came in the form of an icebox for Eskimos. —EDA

# New Jobs—New Payrolls

# A Plus for Pennsylvania

The seven counties served by the Economic Development Council of Northeastern Pennsylvania (EDCNP) have turned heavy out-migration to in-migration. Unemployment, which for 2 decades ran more than 10 percent, is now near the national norm. Planning and technical assistance grants from the Economic Development Administration have helped make this possible.

EDCNP under Executive Director Donald D. Moyer has convinced leaders in its fold that the regional approach pays off for all.

Coincidentally, the 5 years since EDCNP has been on the scene are those that have seen the population downtrend reverse itself. A net loss of 2.4 percent for the 1960-1970 decade actually reflects a slowing of the decline during the first half of the decade, followed by an influx as new industries came to the Susquehanna Valley and surrounding foothills.

Even the heaviest loser in 1950-60, Schuylkill County, swung from a net loss of 13.7 percent to a loss of only 8.6 percent in the decade just ended.

With its own limited resources, EDCNP has worked closely with two strong forces—the Commonwealth of Pennsylvania and Pennsylvania Power & Light Company—to create a model redevelopment area.

The Commonwealth of Pennsylvania has helped create more than 37,000 industrial jobs in seven northeastern counties in the past 14 years.

The counties, members of the Economic Development Council of Northeastern Pennsylvania, based at Wilkes-Barre, are Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill, and Wayne. They suffered mounting unemployment as anthracite mining declined.

The total investment, in the form of Pennsylvania Industrial Development Authority (PIDA) loans, was \$61.5 million—less than half the annual payroll generated by the program. This represented about one-fourth of statewide totals of PIDA loans made since the revolving fund was set up in 1956 with a biennial legislative appropriation of \$5 million, or \$2.5 million a year. State support reached a peak of \$38.5 million for 1966-67. It now has been cut back to \$10 million a year, with \$10 to \$12 million a year returning to the fund as loans are repaid, giving PIDA around \$22 million a year with which to launch new projects.

Of the \$200 million advanced statewide by PIDA during the first 14 years of the program, only \$52,000 in loans went bad. Interest was 2 percent initially; now it is 4 percent.

## Financial aid takes varied forms

The Economic Development Administration has entered the picture in northeastern Pennsylvania over the last 5 years,



EMPLOYMENT, PLUS—Crestwood Industrial Park at Mountaintop, Pennsylvania, provides sites for 15 industries employing 5,590 persons. EDA-financed planning guided growth in the area served by the Economic Development Council of Northeastern Pennsylvania.

providing \$370,000 in planning and technical assistance through the EDCNP, \$6 million in public works grants, and \$3 million in business development loans, the latter mainly in Luzerne County.

PIDA loans are made exclusively to local industrial development corporations—CANDO, Inc., of the Greater Hazleton Area in Luzerne County and the Scranton-Lackawanna Industrial Building Company, Inc., are outstanding examples.

The local development corporation uses the PIDA loan, helped by local funds, to build a new building for a prospective tenant or to expand a plant for an existing tenant. The structure is leased at a rental that will meet the PIDA repayment schedule. The State requires that the tenant industry create new jobs and that it be able to pay the rent.

John S. Cole, executive director of PIDA, points out how the nature of industries coming into northeastern Pennsylvania has evolved since mining began to phase out. Early newcomers were textile and garment industries, employing mainly women at relatively low pay. Unemployed miners still could not find work.

"I think the trend in that area is away from needle trades and toward distribution and, I hope, research and development—a little-higher-type job than they have had in the past," Cole said.

A survey of PIDA loan activities for the 1956-69 period shows that, in the pre-1966 stage, new jobs in the Greater Wilkes-Barre area were running about two jobs in non-apparel industries for every one in apparel. Since 1966, non-apparel jobs are running 4 to 1. Synthetic foam is leading the "hard" industrial growth, and rubber footwear, the "soft" field.

In the Hazleton area, which traditionally has run about 2.4 to 1 in favor of "hard" industrial growth, there is also a slight shift toward non-apparel manufacturing.

#### Several factors enter site selection

The PIDA program is one of several factors weighed by management seeking new sites. Others are geographical location, electric power supply and cost, raw materials, transportation, nearness to markets, labor supply, taxes, and local leadership.

The Scranton-Wilkes-Barre corridor is located within 50 miles of 28 percent of the population of the United States and is connected by a grid of new highways, five railroads, and a new airport with all parts of New England and the Mid-Atlantic area. Its links with some parts of the Midwest are only slightly less favorable.

The Susquehanna River provides abundant water for the southern half of the corridor. A \$4-million EDA grant is helping to upgrade the water-sewer facilities in the mid-valley. Raw materials are less of a factor, since the second-generation industries in the area tend to consume secondary products—rubber, synthetics, light metal alloys, and paper products—rather than bulk iron and steel. From the standpoint of distribution of

consumer products, the nearness to markets is a large factor.

These advantages offset Pennsylvania's comparatively high tax structure, which falls in the negative column of the planner's balance sheet. While many States are reluctant to levy new taxes because they are afraid of frightening off new industries, Pennsylvania has found that its aggressive program of encouragement, including the PIDA loan program, has more than offset this disadvantage. Its technical assistance is also a plus factor.

#### Local leaders rate close look

Donald D. Moyer, executive director of the Economic Development Council, feels that many communities fail to place enough value on the caliber of local leadership. Management now tends to pay close attention to whether the prospective site is located where local leaders solve problems, where the social climate is pleasant, and where the schools for employees' children are effective.

The local initiative that goes into establishing a development company is one sign to industry planners that local leaders favor progress. In this seven-county area there are 18 such entities through which PIDA has helped individual industries. Sheer numbers are not as important as other factors. For instance, there are two development companies in Lackawanna County and one in Schuylkill County. Carbon County with its six and Luzerne with its seven have made different achievements for reasons having to do with the nature of the communities themselves.

One of the strongest allies of PIDA in recruiting new industry is the Pennsylvania Power & Light Company (PP&L), whose 29-county service area includes the northeastern seven. The company has a staff of 18 in its Area Development Department to make research studies on such factors as educational opportunities, State taxes, and labor-training programs. Plant-location surveys are tailored to the given industry's needs. Advertisements are run in the industrial and business journals most likely to be read by heads of prospective firms.

PP&L also cultivates the concern of community leaders with mailings to them containing articles on various aspects of planning.

#### Combined efforts get results

It was a combination of local, State, and Federal efforts that led to the creation of a regional distribution center in the heart of the Scranton-Wilkes-Barre



**BILLIONS OF BUBBLES**—Approximately 800 persons are employed in the manufacture of bubble gum at the Topps Chewing Gum, Inc., plant near Pittston, Pennsylvania. This modern warehouse allows stacking of cartons by a method that allows any amount to be taken from a tier without disturbing cartons above or below.



**PLUSH, CONTEMPORARY**—New industries geared to today's markets are giving Northeastern Pennsylvania a sound economic base. One fast-growing neighbor to this furniture factory produces synthetic foam products.

complex. Spurred by the 1966 EDA-financed study that catalogued this area's advantages, the Pittston Chamber of Commerce reprinted and gave wide distribution to the study, "Economic Feasibility of Establishing a Regional Distribution Center in the Greater Wilkes-Barre, Pennsylvania, Area, Its Economic Impact and the Physical Facility."

The study was areawide, but the Pittston Chamber of Commerce name on the cover was imprinted on the minds of industry scouts, and four out of five who got off a plane at the Wilkes-Barre airport asked specifically to see sites in Pittston.

As evidence of cooperation on the local level, it was the Pittston group that brought several distributing firms to the area, but at least part of the State and Federal loans and support was channeled through the Scranton-Lackawanna Industrial Development Corporation, which acts as landlord.

PIDA loans totaling \$16.5 million (an average rate of \$4.4 million per year for this area) have stimulated \$168.7 million investment in some 500 separate projects with an annual payroll of \$163 million. PIDA helped with a five-stage expansion of one firm now employing more than 800.

Despite the cutback in new money going into the PIDA program, there is a growing momentum of new jobs in the northeastern area. For example, in the 11-year period, 1955-65, firms aided by PIDA provided 2,534 new jobs at Hazleton; in just 4 years, 1966-69, the gain was 1,909—nearly 2.5 times the earlier rate. At Greater Wilkes-Barre, PIDA stimulated an average of 527 jobs a year in the earlier period and 750 in the later period, or 1.4 times the earlier pace.

Unemployment in Luzerne County had been cut from 6.3 percent in 1965 to 3.3 percent in 1968—and was still going down at last report.

#### Pennsylvania Industrial Development Authority Activity in Northeastern Pennsylvania (Six Counties)\*

| County       | New Jobs      | State Investment    | Total Project Cost   | Payroll per Annum    | Number of Industries |
|--------------|---------------|---------------------|----------------------|----------------------|----------------------|
| Carbon       | 710           | \$ 657,960          | \$ 1,817,933         | \$ 2,671,000         | 41                   |
| Lackawanna   | 8,021         | 17,645,550          | 45,314,449           | 33,946,900           | 283                  |
| Luzerne      | 20,613        | 32,176,363          | 85,357,101           | 89,518,880           | 104                  |
| Monroe       | 682           | 3,949,925           | 2,842,398            | 3,110,080            | 6                    |
| Schuylkill   | 7,237         | 9,732,281           | 24,495,529           | 33,668,000           | 46                   |
| Wayne        | 246           | 306,000             | 860,000              | 836,700              | 3                    |
| <b>Total</b> | <b>37,507</b> | <b>\$61,468,079</b> | <b>\$168,707,410</b> | <b>\$163,751,650</b> | <b>483</b>           |

\*Figures derived from Pennsylvania Industrial Development Authority, *Summary of Loan Activities: 1956-1969* (Report No. 28), Harrisburg, 1970; and PIDA, *Summary of Loans: July 1969-June 1970* (Report No. 29), Harrisburg, 1970. No PIDA loan activity reported for Pike County during these periods.

# PP&L: A Cooperative Effort

An industrial partner in the coalition that is making northeastern Pennsylvania grow is the Pennsylvania Power & Light Company. To enhance the economic development of its 29-county service area—which includes the seven member counties of the Economic Development Council of Northeastern Pennsylvania—the company maintains a staff of 18 in its Area Development Department.

Since its area of sales is restricted to the 10,000 square miles of its service area, a major part of PP&L's area development program is directed towards industrial development. Its industrial development representatives call on prospective new industries and such sales allies as industrial realtors, plant location consulting firms, engineering and construction firms, large financial institutions, and plant-location agencies on both Federal and State levels.

## *Surveys aim at specific industries*

PP&L's research and promotion group prepares plant location surveys tailored to the specific needs of industries. The group runs advertisements in such big-city dailies as the New York Times and such business publications as the Wall Street Journal, Dun's Review, and Business Week. A direct mailing, "Available Industrial Properties Bulletin," goes out quarterly to more than 21,000 industrial executives and sales allies. A ready reference on available industrial buildings and land sites is kept up to date.

In addition, PP&L maintains community service personnel throughout the service area who coordinate company area development activities on local and regional levels.

Community planners and the department's forester are actively engaged in promoting, encouraging, and guiding planning programs for beautification and efficient land use within the service area.

Since 1961, the company's "Operation Trees" program has provided over 760,000 seedlings that have been used

by civic groups in the EDCNP area to shield the scars created by mining operations. Assistance is provided to local governmental bodies, planning commissions, and industrial development groups to aid in orderly development while achieving the fullest economic potential of the area.

PP&L's Area Development Department emphasizes that successful area development can be achieved only through cooperative efforts. The company's 1970 Marketing Program report emphasizes this point with illustrations of Donald Moyer, EDCNP executive director, and State and Federal officials working with PP&L's staff.

## *Experience shows the way*

Each year the Area Development Department maps new goals based on past experience. The charted progress of the last 5 years shows a steady upward climb in sales—representing 10.1 percent for the 1965-69 period. Projected growth, a continuation of the same trend, calls for another 9.2 percent by 1974.

In short-term figures, the year 1970 is expected to bring a \$4.1-million increase in revenue to PP&L from industrial and commercial sales, \$1.3 million of this in the Northeast Division, corresponding to the seven-county EDCNP area.

The company also projects goals for new industries and job opportunities. In the northeastern area, 34 new industries are expected to bring 1,700 new job opportunities in 1970.

While the figures quoted are for the most recent years, PP&L has been involved in industrial development since 1929, beginning with a one-man staff. During the 1930's, full-time men were added for contact work in New York and Philadelphia. In 1937, still a depression year, this team helped to locate 55 new industrial plants in PP&L's service area.

Today, PP&L's industrial development effort is as intense as ever—and the influx of new industry continues.

# EDA, URBAN COALITION, FORD FOUNDATION AID MINORITY CONTRACTORS

The Economic Development Administration has joined the Urban Coalition and the Ford Foundation in a national program to expand operations of minority contractors in the construction industry.

The program will be conducted by the Minority Contractor Assistance Project (MCAP), Inc., of Washington, D.C. The nonprofit corporation, with directors from the ranks of minority contractors, was organized by the Urban Coalition.

MCAP will develop local minority contractors associations and support their efforts to open business management and ownership opportunities to members of minority groups. The Ford Foundation will provide funds to aid in development of the local units.

Initially, the project will concentrate on the development of associations in Atlanta, Georgia; Detroit, Michigan; Los Angeles, California; and New Orleans, Louisiana.

"As the activities of minority contractors in these cities are strengthened, and as resources permit, the program will be expanded to other cities throughout the Nation," Secretary of Commerce Maurice H. Stans reports.

A \$390,100 EDA grant will help pay the administrative costs of a professional staff for MCAP. The national staff will work with the local units in obtaining working capital, technical assistance, and manpower training assistance.

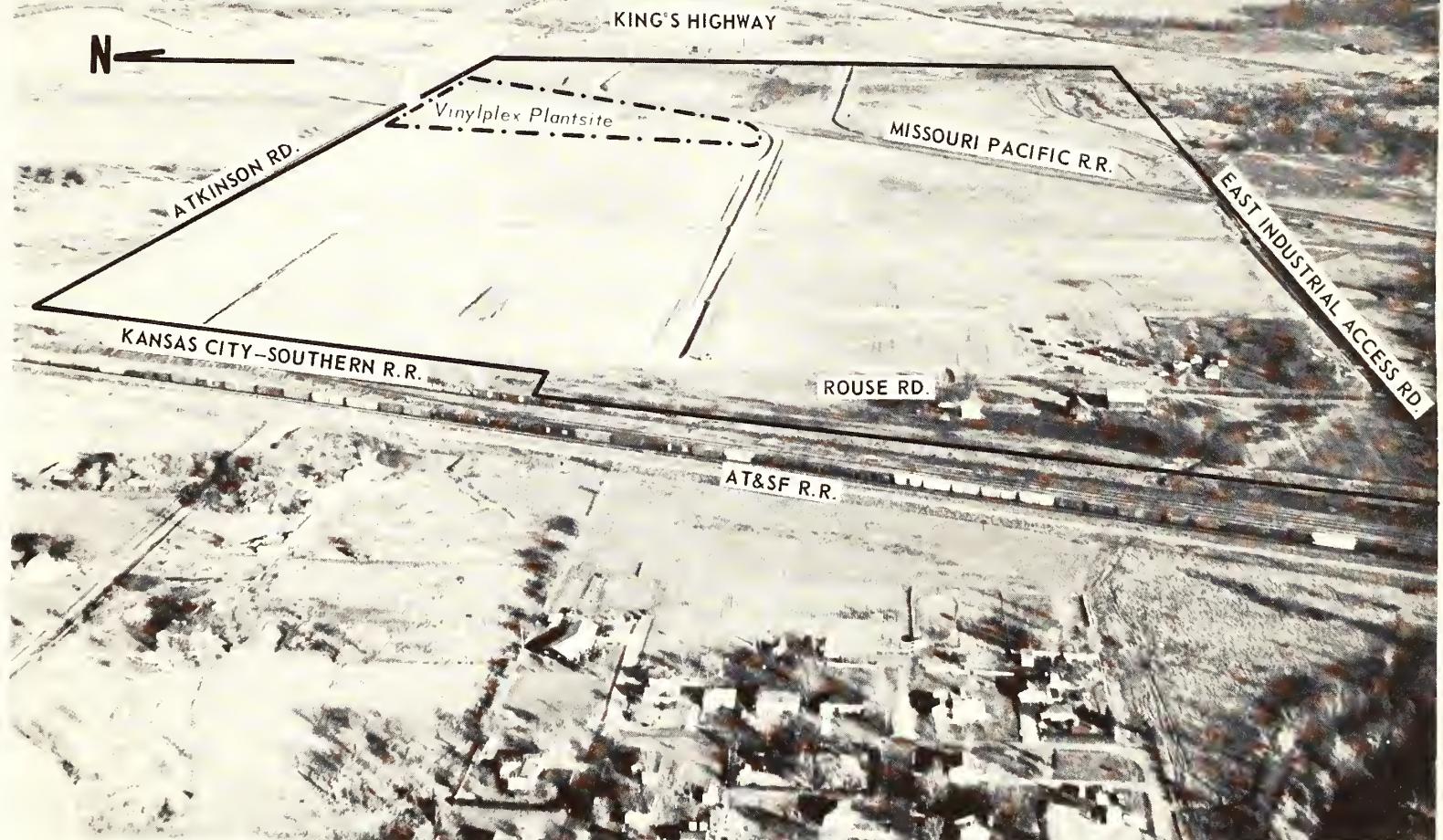
Urban Coalition officials report that a revolving working capital fund will be established, with \$2 million being made available by major insurance companies. The Ford Foundation agreed to guarantee 75 percent of the revolving fund.

MCAP also will help the local associations establish and increase funds to assist minority contractors in obtaining surety bonds. The national headquarters will serve as an information center and act as a liaison unit between the contractors and public and private agencies.

Manpower programs will be conducted to help members of minority groups obtain jobs as craftsmen in the construction industry and advance to management positions.

Stans said a minority contractors program supported by EDA and the Ford Foundation in Oakland, California, will serve as a model for the national project. The Oakland organization—General and Specialty Contractors Association, Inc.—helped member firms obtain nearly \$2 million worth of business last year. It expects to exceed \$5 million this year.

## PITTSBURG REGIONAL INDUSTRIAL PARK



## New Park Attracts Funds To Help Create New Jobs

New jobs are on the way at Pittsburg Regional Industrial Park, Kansas.

A decision to construct an \$800,000 plastic-pipe plant was announced this spring as final landscaping and placement of rail spurs were bringing the 307-acre industrial park to completion on the northeast edge of the city.

The park was built with a \$559,500 EDA grant, \$335,700 from the Ozarks Regional Commission, and \$223,800 in local funds. It is expected to provide new jobs for area unemployed and underemployed, many of whom lost jobs following the shutdown of exhausted coal mines and cutbacks at an ammunition plant and a chemical plant in the area.

Pittsburg officials report that the first company in the park, Vinylplex, Inc., was

formed by four local businessmen, who expect to complete a 15,000-square-foot building on 20 acres in the park by year-end. The plant is being financed by private funds and a \$500,000 industrial revenue bond issue authorized by the city.

Plans are to create a payroll of \$175,000 for 25 employees during the plant's 1st year of operation and increase to a \$500,000 payroll and 100 employees in 5 years. Company products will include such items as pollution control systems, gaslines, telephone conduits, and irrigation lines.

Pittsburgers, meanwhile, are keeping their own lines open to industry officials interested in other sites at their new industrial park.

# South Delta District Provides Shelter For Mississippi Storm Victims

An effort by an Economic Development District to provide low-cost housing for families in the South Delta area of Mississippi served a double purpose during the series of devastating tornadoes that swept the gulf States recently.

A community center in the Southgate subdivision of Indianola, Mississippi, was converted into a hospital and refugee center for displaced storm victims.

Southgate subdivision has been leased by the Housing Authority of the South Delta Economic Development District. Its center, the Bethune Center, became the temporary home, hospital, and clinic for the immediate area during the surprise tornadoes that swept in from the gulf on February 21, leaving in their wake 120 persons dead in Mississippi, 9 in Louisiana.



**IN TIME OF NEED**—Victims of tornadoes that struck Mississippi's South Delta area in February find refuge in Bethune Center, a community facility made available through EDA's Economic Development District program. Meals, sleeping accommodations, and medical attention were provided in the center during the emergency period.

Damage from the storms was estimated in the millions.

Some 60 ambulatory patients, mostly children and elderly persons with afflictions, were treated, housed, and fed in the Bethune Center with the assistance of five doctors and three nurses from Tufts Delta Medical Center in Mound Bayou and five Red Cross nurses from the area.

Nine houses in the subdivision that were unoccupied were used by the economic development district as temporary housing for persons left homeless by the tornadoes.

Some 50 to 75 other persons from throughout the ravaged areas were housed privately in subdivision homes.

Southgate is a pioneer effort by the South Delta District to meet the immediate housing needs of low-income families. The district's Housing Authority has employed the Indianola staff of the National Council of Negro Women to conduct a training course in homebuying in the development.



**READYNESS FOR REFUGEES**—Cots and other emergency needs for persons temporarily displaced by the February tornadoes are assembled in Bethune Center, Indianola, Mississippi. Discussing arrangements are (left) Henry Myles, management aide, South Delta Economic Development District Housing Authority and Theauty Winters, director of training for the National Council of Negro Women's Indianola training project.

The women's council also worked in the storms' aftermath in conjunction with local Civil Defense units and the Red Cross in collecting and distributing clothing, transporting victims from storm areas to hospitals and refugee centers, and locating the families of lost children.

Their work extended beyond Southgate to the communities of Inverness and Moorhead. Members of the council worked hand-in-hand with the Civil Defense units in loading and unloading trucks for supplies, in cooking and serving meals, and in removing debris from residential areas.

Governor John Bell Williams and Lt. Col. R. M. Dent, Jr., of the Civil Defense Council toured the Bethune Center on February 26, congratulating the workers on helping the State's recovery.

# Expanded Port at Anchorage, Alaska Brings New Business and Jobs



More than 50 jobs at the port and 100 other directly related jobs have been created at Anchorage, Alaska, as a result of construction of a new dock assisted by an Economic Development Administration grant.

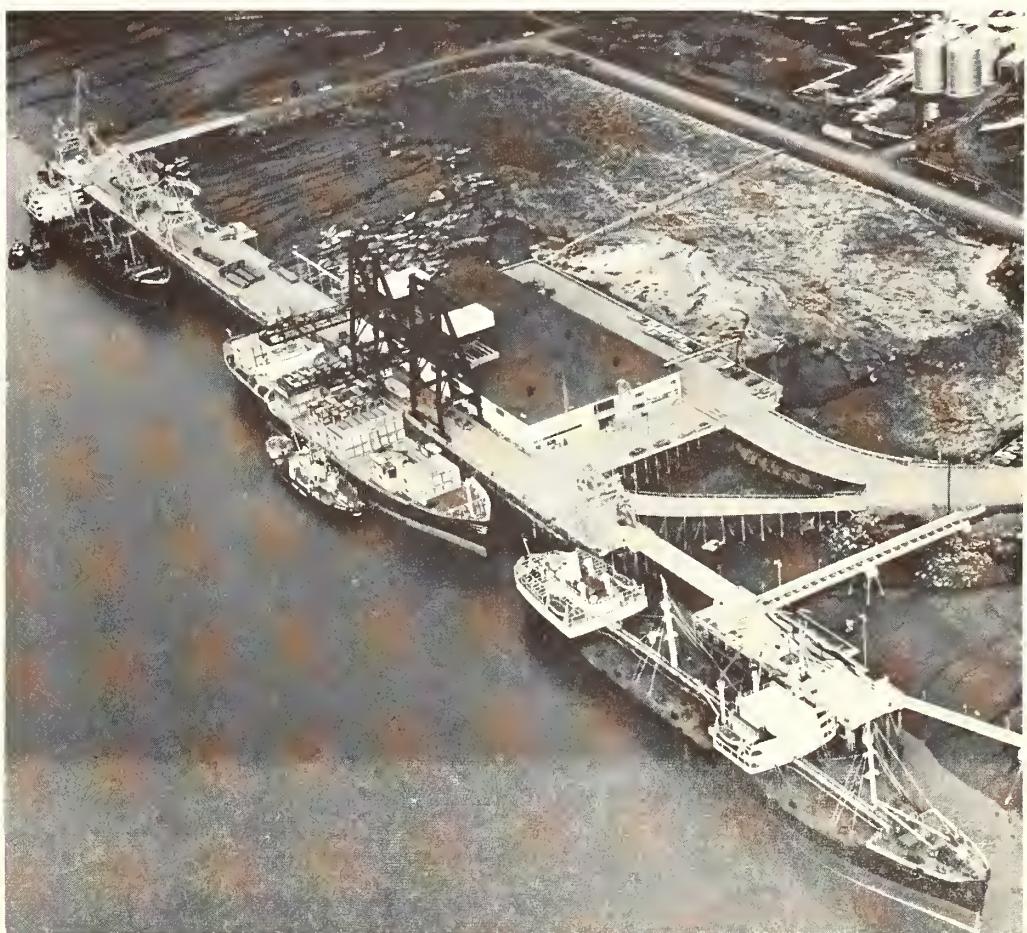
City officials report that business spurted after the dock was completed in November 1970. General cargo handled at the port increased 27.4 percent in 1970 over 1969, though the new facility was in use for only 2 months of the year. Bulk petroleum cargoes were up 11.3 percent and total tonnage was up 15.5 percent in 1970. Business is continuing to increase in 1971, city officials say.

EDA approved a \$1,185,500 grant in March 1969 to help construct the new dock, a terminal, and a trestle connecting the dock to a waterfront industrial complex. Total cost of the new dock was \$2,371,000.

The city also developed the industrial area adjacent to the port with the aid of a \$476,000 grant approved by EDA in 1966.

Anchorage is a major trade and supply center for Alaska. City officials report that the movement of both import and export cargo has increased steadily in recent years and state that the new dock is a key element in the city's program aimed at social and economic development.



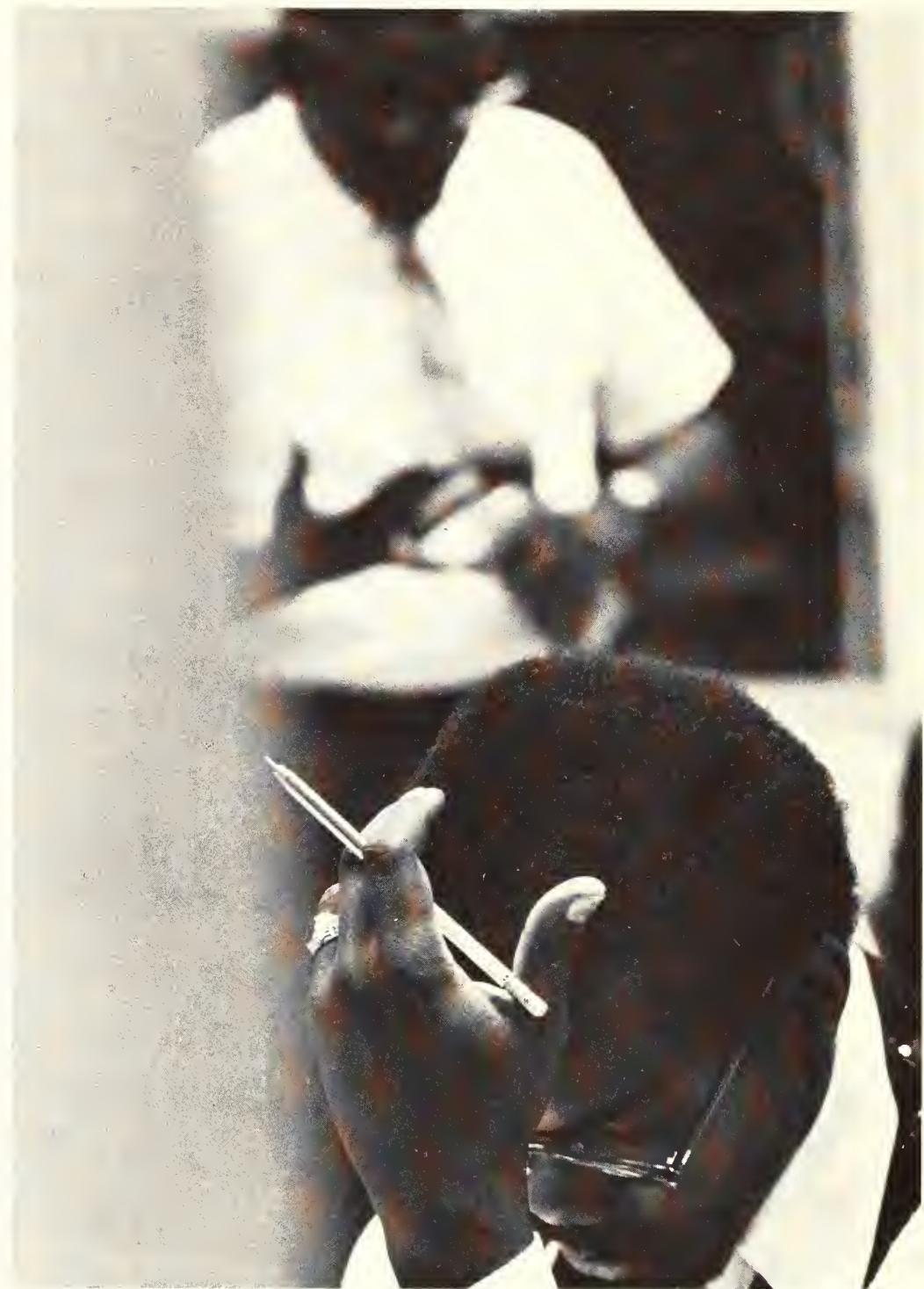


"*SUCCESS HAS NO COLOR*" tells how private business and volunteers extend a helping hand to minority citizens who want to set up their own businesses. The article is based on the activities of the Interracial Council for Business Opportunity, which received a \$57,477 grant from the Economic Development Administration to help extend its minority business program to New Orleans and St. Louis.

# SUCCESS has no color

*Reprinted with permission of The Lamp, publication of Standard Oil Company (New Jersey)*

*"You can't get ahead without that drive," says a black businessman. It also helps to have expert guidance from the Interracial Council for Business Opportunity*



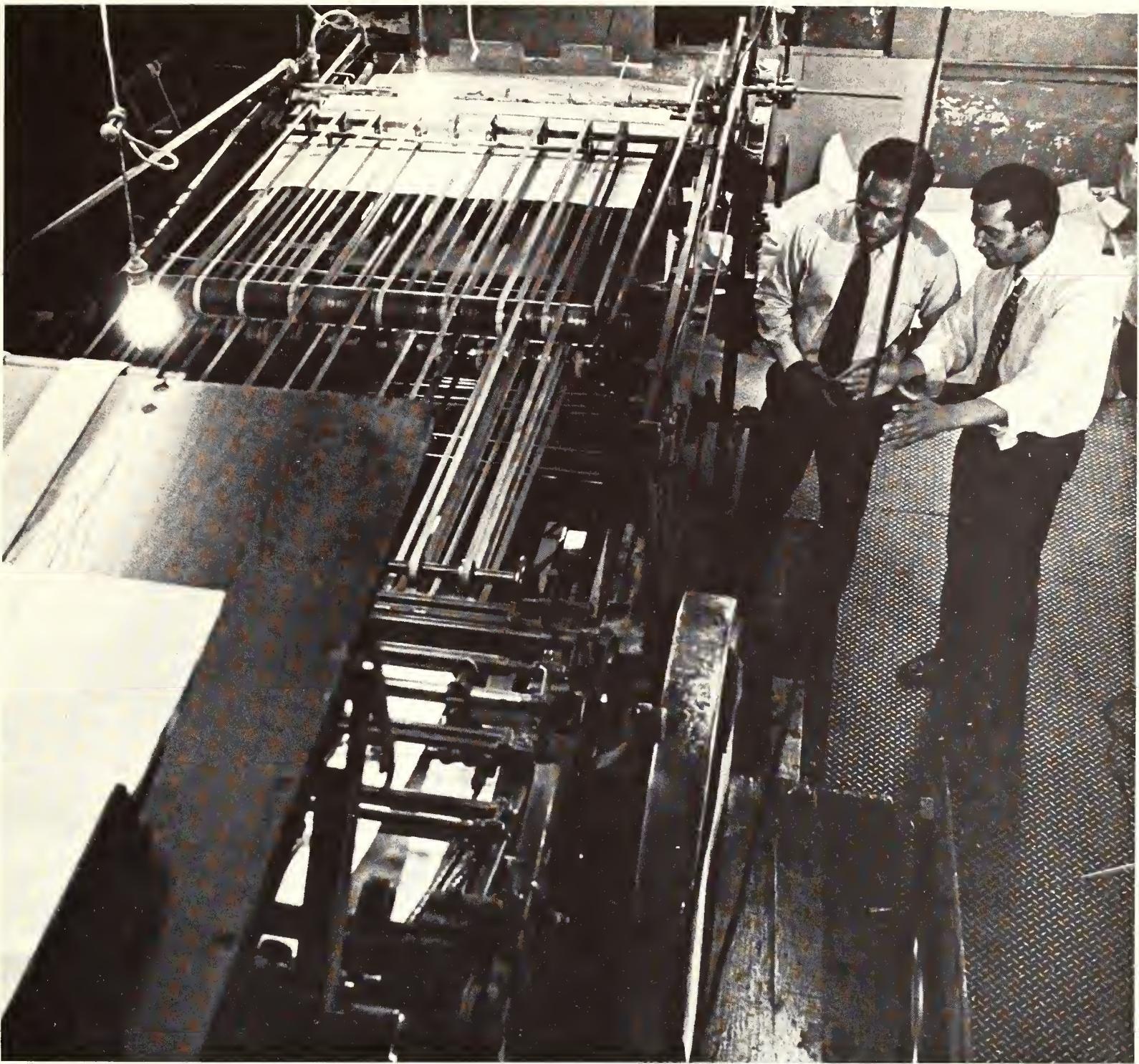
*More than 1,200 businessmen have attended management training courses in ICBO's classrooms*

Joe Foster owns a dry-cleaning business in Brooklyn and he has had his share of hard luck. He has been robbed and his equipment was destroyed in a fire. But he is rising, phoenix-like, to test again that part of the American dream that says a man can work on his own and achieve economic independence and a respected place in his community. There are problems ahead for Foster, a black man, but he doesn't face them alone. The Interracial Council for Business Opportunity is now in his corner.

The council—familiarly known as the ICBO—was founded in New York City in 1963 by the American Jewish Congress and the National Urban League. The two groups met with fifty-seven New York businessmen and community leaders and proposed starting a new movement to help blacks, Puerto Ricans, and other disadvantaged minority citizens become successful entrepreneurs. Today ICBO is a national nonprofit organization with offices in Los Angeles, Newark, New Orleans, St. Louis, Chicago, Dallas, and

Washington, D.C., as well as New York. It has a \$1.2 million annual budget and a \$700,000 revolving fund to guarantee bank loans to its "clients."

Early financial support for ICBO came from a number of foundations. Money has been provided by more than forty corporations, among them Jersey Standard. These contributions reflect the private sector's increasing awareness of the obstacles faced by any member of a racial minority who owns or wants to own a business: he finds it difficult to get bank



While on leave from Jersey, Robert Braswell (left), a financial analyst, helped John Hines, a book publisher, finance his company's expansion

loans, credit from suppliers, or fire insurance; slum property is often unfairly taxed; the services of lawyers and accountants are costly and hard to find. Most of all, he is likely to lack business training and experience.

The ICBO is out to help people in this position move into the economic mainstream, and to prove that business success has no color. The record to date is impressive. The ICBO has put more than 1,500 volunteer consultants in touch with clients; aided in arranging some \$7 mil-

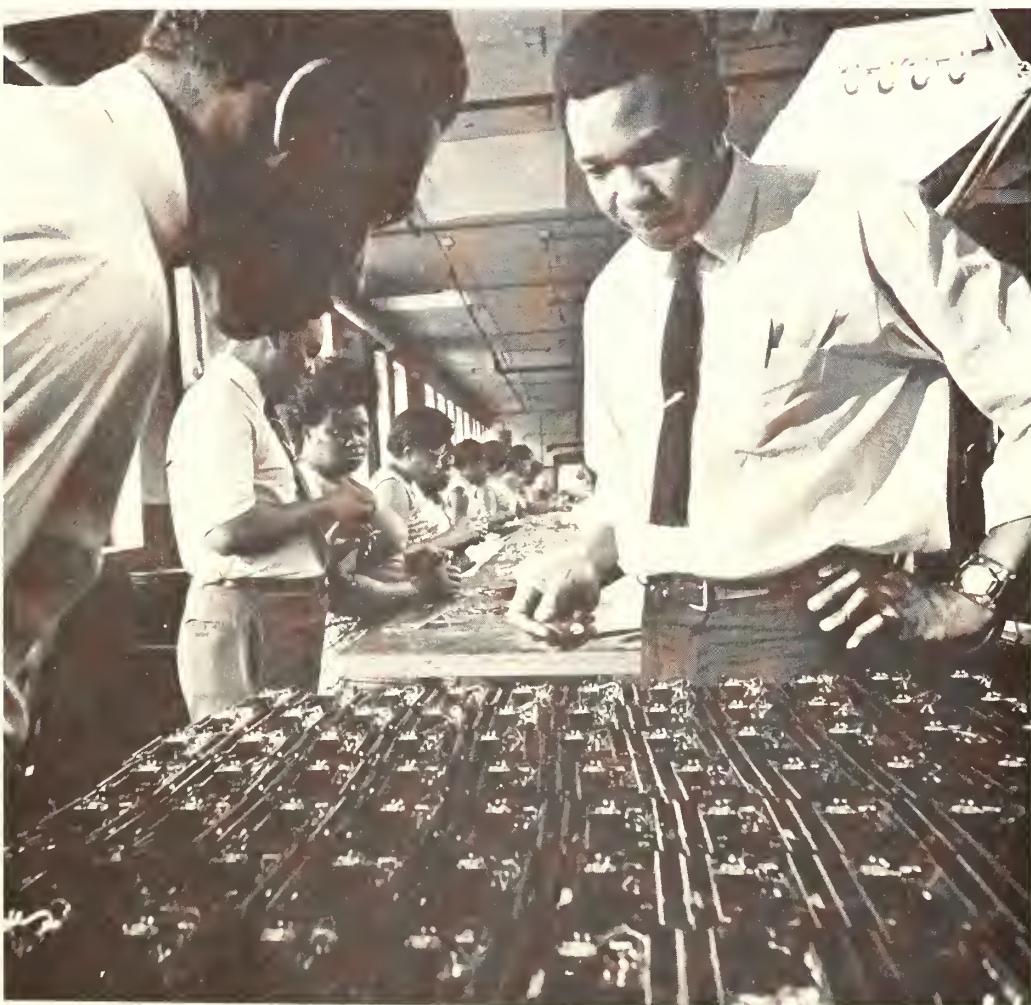
lion in loans, of which over \$1.5 million was guaranteed by the ICBO Guaranty Fund; and helped more than 1,200 clients gain a basic business education.

As one of ICBO's many clients, Joe Foster attends the evening management training courses and seminars offered without charge by ICBO in Harlem. Here he met Stephen Harwood, one of the six young men from Jersey Standard who now serve as volunteer consultants and

instructors. Harwood, a Princeton economics major with an M.B.A. from the University of Chicago, has gone outside the classroom to work with Foster. After making several visits to appraise the condition of Foster's business as well as its future prospects, Harwood one night presented it as a case study to his students, including Foster, who had gathered for a seminar on profit planning. "The class analyzed the situation to see whether it would be better for Joe to buy a new dry-cleaning unit or operate as a 'drop shop,'

by **WILLIAM BRENNAN**

*Jersey's Stephen Harwood (top, center), a logistics analyst, worked with Robert (left) and Milton Coveney, builders. ICBO also aided Fred Barrett, whose Brooklyn firm makes electrical testing devices*



sending clothes elsewhere to be cleaned," Harwood recalled. "They saw the decision to buy the new unit as reducing operating costs but increasing fixed costs and thereby limiting flexibility."

As a result of the seminar, Foster, with the help of ICBO consultants, is attempting to raise the money needed to buy new equipment. "The seminar helped him decide to take the risk of buying the machine," Harwood said.

It is evident that Harwood and his fellow volunteers draw satisfaction from their ICBO work—work that is done, incidentally, on their own time. "At first," he said, "I was afraid that because I was white and worked for a large corporation, I wouldn't be able to help blacks with small businesses. I thought we'd have trouble communicating. I was wrong. I've learned a great deal, and I like the men I've worked with. I've broken down barriers in my own mind."

Robert Braswell would certainly agree. He is a graduate of Rutgers, holder of three degrees, and a financial analyst who recently completed eighteen months full time with ICBO on loan from Jersey Standard. Braswell also is a board member of ICBO's New York Council.

"One of ICBO's most important functions," Braswell said, "is to help its clients raise money." It begins by examining loan applications from a more liberal viewpoint than do most lending institutions. For example, a black or Puerto Rican businessman seeking a loan may have few assets to offer as security. A volunteer consultant is assigned to determine how much financing he needs and for what period of time. The volunteer helps the client prepare financial statements to present his case. Then ICBO arranges a meeting with the loan officer of one of its cooperating banks. If required, the ICBO Guaranty Fund will guarantee the loan, completing the deal.

Although the federal Small Business Administration will guarantee up to 90 per cent of loans up to \$350,000, ICBO can usually move faster, according to Braswell. "And when a client comes to us, it generally means he needs the money almost immediately," he said.

Michael Callahan, like Braswell, is a member of Jersey's treasurer's department, and he has been an ICBO volunteer for almost two years. His most interesting current assignment involves the transfer of a white-owned tobacco shop in Harlem to black ownership. It is also frustrating.

"The store has two black employees who are eager to buy it. They're having trouble finding any equity capital to put up, and they are also short on experience in inventory control and pricing."

With negotiations at an impasse, Callahan currently is examining what might prove to be a solution. "We've suggested to the prospective buyers that both problems might be solved by taking in a third partner who would provide both equity and experience."

Another Jersey volunteer is Vinton Hoey, of the corporate planning department. He is currently working with nineteen-year-old David Hawthorne, a freshman at Fordham University.

"Dave wanted to start a private cab service using minibuses to take students to private or public schools not served by the larger bus lines. We projected an income statement to determine what his first- and second-year income and costs might be. I tried to discourage him by pointing out that he would be going into hock for several years and that he could work part-time—for less money but with less risk," Hoey said.

Despite this advice, young Hawthorne is working with the ICBO to arrange a loan. Hoey explained that personal profit was not the only reason Hawthorne felt compelled to press on. "He also wants to provide jobs for his mother and her women friends as bus drivers."

Most of ICBO's clients are small businessmen, just as most minority-owned businesses are small. The council is ready, however, to assist larger enterprises that have growth potential and provide wider employment opportunities. One of these is the Harlem-based C.S.C. Structural Steel Erectors Company, the only black-owned steel erection company in New York State. A young company, C.S.C. was not without problems in the beginning, despite being awarded \$500,000 in

contracts and commitments in its first fourteen months of existence. Milton Coveney, the company's secretary, explained, "We asked ICBO to prepare a proposal for us to establish a line of credit and through this we were able to get a guaranteed loan of \$3,000 at a time when we had to meet a payroll and our accounts receivable were late." Most of the company's early jobs were interior alterations and construction of one- and two-story commercial buildings. Recently, however, C.S.C. was able to increase its capacity to use heavy tonnage steel and it is now bidding on the structural steel work for six- to eight-story buildings.

There are the Hines brothers, John and Carlos, who speak in the soft accents of Jamaica. John Hines owns and manages the New Dimensions Publishing Company in Manhattan, which he started three and a half years ago. A one-time playwright and a graduate of New York University, he taught for several years in the New York public school system. At present, he has eighteen books on the market, many of them grade school texts. He employs a staff of fifteen and prints his own books, as well as catalogs and brochures for several art galleries. Needing money for expansion, he approached ICBO and was assigned three consultants, one of whom was Braswell. The result: a line of credit with the Morgan Guaranty Trust Company for \$50,000; 50 per cent of it is guaranteed by ICBO.

"I wouldn't take a quarter of a million dollars for my business now. It's something I love," Hines said simply.

His brother Carlos, founder and owner of the Jamaican Restaurant in New York's Greenwich Village, went to ICBO in 1963, just after it started. "They gave me a lot of confidence," he said, "so I mortgaged my house. Later, ICBO arranged a loan for \$25,000 and I acquired this place. The Small Business Administration guaranteed 90 per cent of the loan and the Freedom National Bank of New York 10 per cent," he said. "Previously, two New York banks had turned me down. I now gross \$350,000 a year."

Finally, there is the Houston family of Orange, New Jersey. Edmund Houston,

after eighteen years on the Orange police force, gave up his job and the prospect of a comfortable pension to open a neighborhood bar and catering service.

Business was good from the start, although Houston and his wife and son found they had to work eighteen hours a day to keep it so. Today the hours are still long. What has changed, however, in the six years they have operated the enterprise, is their business viewpoint. No longer thinking as small entrepreneurs, the energetic Houstons late this year will open another catering business which, new from the ground up, will cost something over \$500,000. It will accommodate gatherings of 600 persons and have parking space for 500 cars.

The new venture is financed principally by a \$390,000 loan from the Prudential Life Insurance Company. Houston was aided in securing the loan by the Small Business Administration and ICBO. Malcolm Corrin, director of ICBO in New Jersey, estimates that if Houston had hired an accounting firm to put his new enterprise together it would have cost him at least \$10,000.

"We sat down and figured out where his customers were going to come from, what his promotion and advertising costs were going to be, and how much was needed for equipment, construction, and architects' fees," Corrin said. Corrin also pointed out that Houston's excellent reputation in the community and his demonstrated ability to repay loans had been factors in his getting credit.

"Talking about black people and my own experience," said Houston, "you got to push and push—you can't move without that drive. ICBO, Prudential, and the SBA opened up many doors for me. Also, I've discovered only recently that the banks have many facilities I never dreamed of. So many small businessmen don't know of them."

Mrs. Houston, a pretty, soft-spoken woman, added her own small comment. "My husband is determined. He says: 'If it can be done, I'll do it!'"

The comment, it would seem, applies equally well to the people of all races who support ICBO. ■

# A DAM ON THE TOA VACA MEANS MORE JOBS FOR PUERTO RICO

Sunshine—lots of it—is a major drawing card for tourists and business visitors to this Caribbean isle.

Beaches and urban esplanades teem with sun worshippers grateful equally for blue skies and balmy weather.

To the farmer and to the industrialist along Puerto Rico's southern coast, however, endless days of sun are not an unmixed blessing.

Rainfall is sparse here, and adequate water no less than sunshine is critical to the successful production of sugar cane, coffee, and forage crops. Factories require water for a multitude of processing and sanitary needs. Yet the frequent droughts in this region may last for as long as 2 to 3 years.

*Dwarfed against the rugged contours of Puerto Rico's Cordillera Central, men and machines move the earth to build a dam and reservoir at the Rio Toa Vaca—and provide new job opportunities for the Commonwealth.*



To provide a steady supply of water to south coastal farmers, the Government of Puerto Rico established an irrigation system years ago. A key element in the system for over half a century has been the Guayabal Reservoir, located where the Rio Jacaguas and a tributary, the Rio Toa Vaca, meet in the Island's center.

But the continued accumulation of sediment over many years has sharply reduced the capacity of this reservoir and of others in the regional system. Dredging and sluicing of the sediment—both expensive remedial measures—have been tried, to no avail.

#### *Water restrictions threaten economy*

Unremitting sedimentation and reduced water storage capacity of existing reservoirs has long confronted the South Coast Irrigation Service with serious, costly water delivery problems. On many occasions, landowners have received only a small fraction of their assigned irrigation water quota, even during those months when water delivery has been

most critical to crop survival. In a few desperate situations, for limited periods, water deliveries have been stopped completely.

Agriculture is not the only sector of the south Puerto Rican economy that has suffered as a consequence of water shortages.

In recent years, important industrial complexes based largely on petrochemical products and employing close to three thousand workers have sprung up in the region, increasing the demand for water. Lack of a guaranteed abundant supply has severely retarded further economic growth, hindering both the expansion of existing plants and the establishment of new ones.

Unemployment and underemployment, in turn, have caused a flow of population from rural areas to the San Juan area in the north. Deeply concerned with this movement, the Puerto Rican Government concluded that a coordinated plan to bolster and diversify the economy in the southern and southwestern areas of the Island and insure local job op-

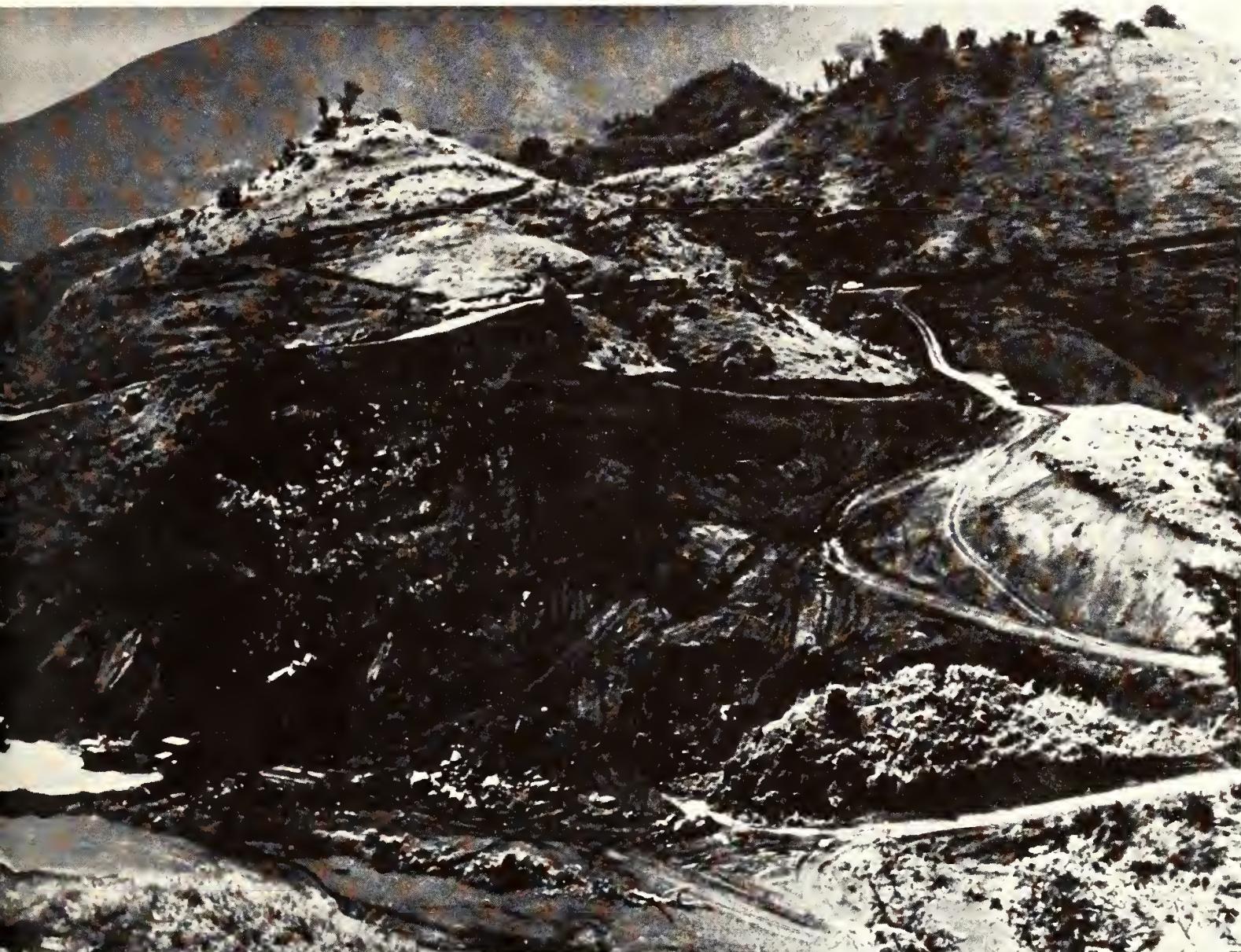
portunities would help arrest the population shift and benefit the entire Commonwealth. Basic to the plan: more water.

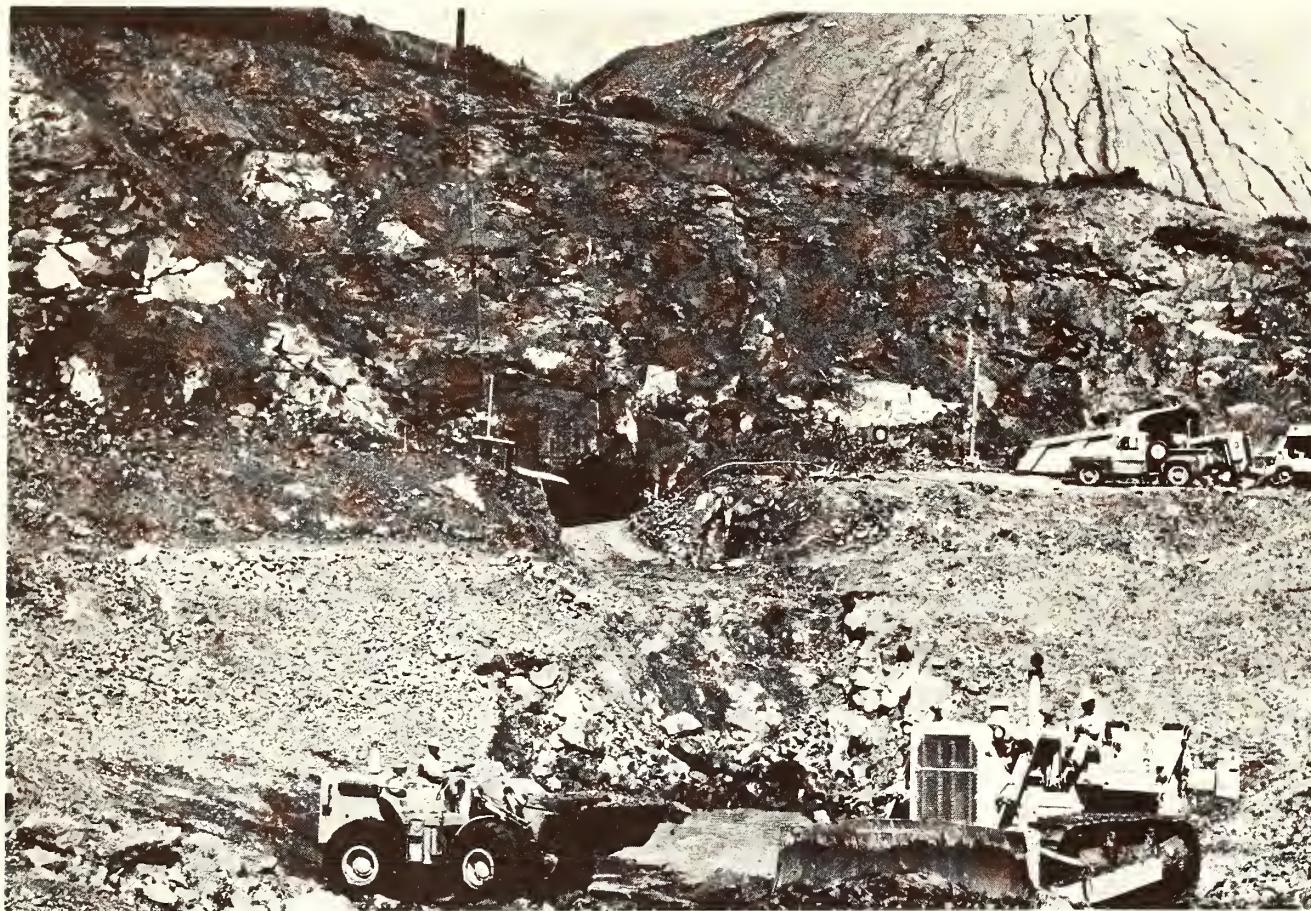
#### *Dam takes shape with EDA help*

Today, 10 miles northeast of Ponce and about 8 miles inland from the south coast, the Economic Development Administration is taking a big step to help Puerto Rico's economic improvement effort for this region.

Here in the foothills of the rugged southern slope of the Cordillera Central, at Villalba on the Rio Toa Vaca, the Puerto Rico Water Resources Authority is constructing a new dam. In November 1968, EDA approved a grant of \$6,500,000 to help build the \$13-million earth and rockfill structure.

When completed, the dam will create a reservoir containing 55,900 acre-feet of water. The new reservoir will provide additional storage and regulating capacity for the region's existing reservoir system.





**Tunneling**

It will conserve an estimated average of 25,000 acre-feet of water a year presently lost to the sea through spillage over the sediment-burdened Guayabal Dam.

The Toa Vaca damsite was selected largely for the heavy average annual rainfall there—60 inches and more compared with about 35 inches in Ponce and less than 30 inches on some portions of the coast.

#### *Tunnel would augment water supply*

Consideration also was given the damsite's favorable location to receive and effectively regulate additional water from sources outside the Toa Vaca watershed. In a feasibility study financed in part by an EDA grant of \$270,000, the Bureau of Reclamation of the U.S. Department of the Interior has proposed diversion of water from northward-flowing streams to the south coastal area of Puerto Rico.

A key feature of the proposal is the 9-mile-long Bauta-Toa Vaca Tunnel. Ten feet in diameter, this transmountain tunnel would lead regulated runoff from tributaries of the northward-flowing Manati and Arecibo Rivers (the Bauta is a tributary of the Manati) to headwaters

of the Toa Vaca River. From there the water would enter the Toa Vaca Reservoir now under construction, then flow to selected points south.

Farm and industrial activities alike are expected to react dramatically once the Toa Vaca Reservoir commences feeding the water-hungry lands to the south and southwest. From present indications:

- Expansion within the petrochemical group of industries will account for an estimated eleven thousand new jobs by 1973.
- Anticipated investment of more than \$1.3 billion in petrochemicals should have an enormous impact on the overall area economy.
- An increase in sugar-cane production, made possible by the additional water provided for irrigation, should result in an increase in man-hours of work in fields and mills equivalent to another 540 jobs a year.
- There will be an estimated 2,300 more new jobs in other industry in 1972.
- As new, long-term employment opportunities become available, more and more workers will find jobs in their home communities in the Island's south and

southwest, thereby helping realize the Commonwealth's goal of decentralization of population through dispersed economic growth.

#### *Conservation extends reservoir life*

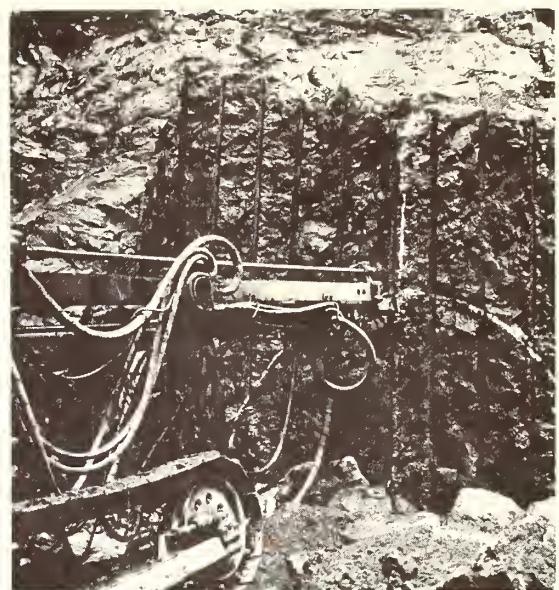
Past experience with silting up of existing reservoirs is not being ignored.

A key provision in the EDA agreement to aid construction of the Toa Vaca dam requires that a soil conservation program be implemented to prevent excessive sedimentation in the water impoundment area. This is recognized to be the only practical way to reduce the amount of sediment transported by streams that eventually will feed the new artificial lake. The Regional Office of the Ponce Agricultural Region, whose borders include the Toa Vaca dam watershed, has already formulated and instituted a conservation plan for the area.

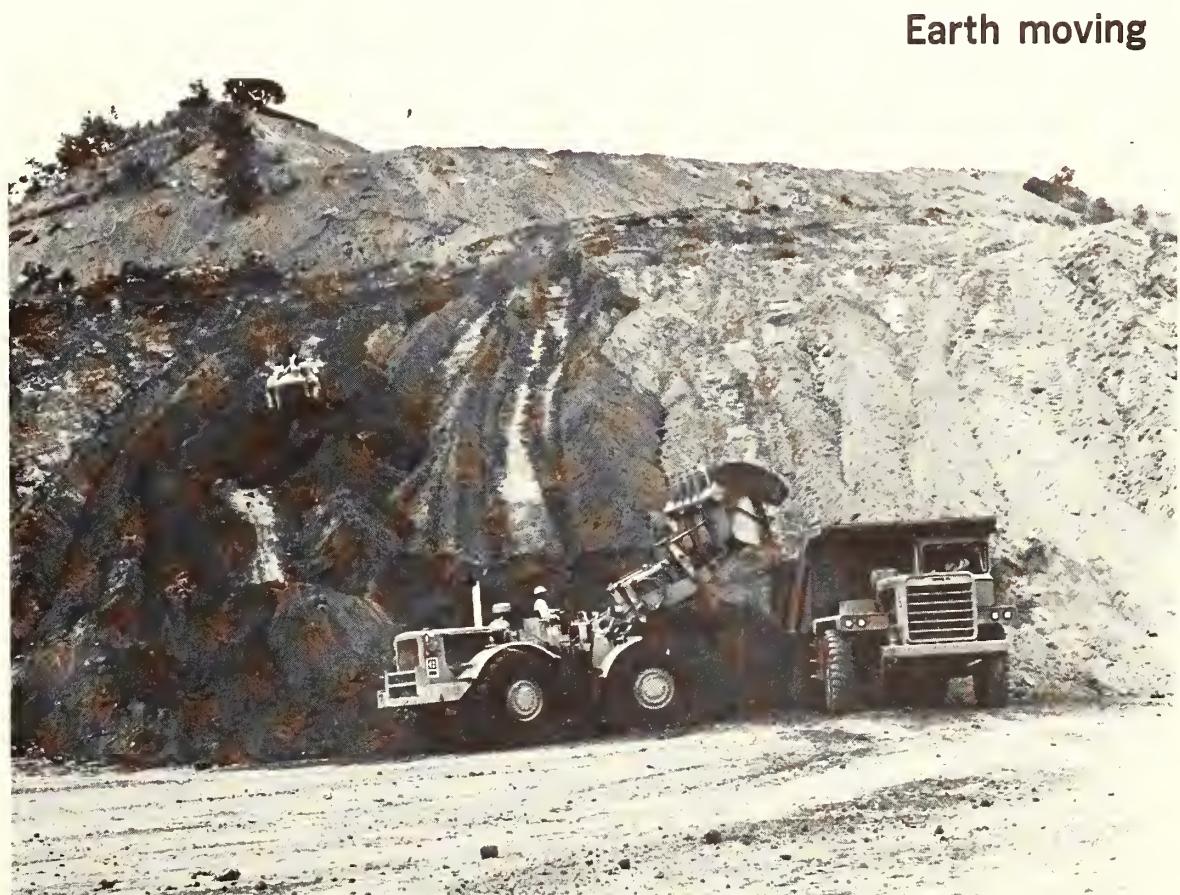
This and other conservation activity mean an extended life for the future Toa Vaca and its companion reservoirs high in the Cordillera Central.

Toa Vaca, in turn, upon its completion in 1972, will mean new jobs and income for the people of southern Puerto Rico for many years to come.

## *A Damsite Shapes Up at the Toa Vaca*



**Rock splitting**



**Earth moving**

# West Virginia's New State Parks

## Combine Recreation, Job Development

In the early 1960's some economic planners looked at the depressed Appalachian Mountains region and saw a future playground for the Eastern Seaboard. The State of West Virginia took that vision seriously and began to plan—to plan, to obtain Federal funds, and to build.

By 1971 West Virginia had brought into being a \$33-million chain of new State parks. Attendance figures for earlier months of the year pointed to a total of more than 1 million visitor/days by the end of the winter season.

Year's end saw the chain's newest link, the Canaan Valley State Park Ski Area, packing a firm snow base for West Virginia's plans to become a year-round playground. Canaan Valley's well-equipped winter sports area is being operated on a concession basis by an experienced New Hampshire firm, Tyrone,

Inc. Snow-making equipment promises a season of at least 80 days for skiers—and some 140 employees.

In addition, supporting jobs have resulted at nearby Blackwater Falls State Park, where the deluxe 55-room lodge and 31 cabins are being pressed into year-round duty. Business has increased also for 7 motels within a 10-mile radius and others within 25 miles.

With Pittsburgh, Pennsylvania, and Washington, D.C., 3 to 5 hours away, the new resort had already booked a national slalom race and several ski club tours before the first snows fell.

The other wintertime facility—and glamour link in West Virginia's park system—is the 4,000-acre Pipestem State Park, named for a native wildflower. Located in Summers County, it opened to the public for the first time last summer. Developed at a cost of \$13 million, it is

planned as a year-round convention center as well as a summer playground, family resort, and evening picnic area.

Facilities at Pipestem include the Main Lodge with 110 rooms; River Lodge (accessible only by tramway) with 30 rooms; golf clubhouse with two courses and practice greens; archery clubhouse with range; 25 cabins; 30 trailer sites; 21 campsites; stable with 20 horses; Visitors' Center featuring a crafts shop and Indian relics display; miniature golf course; 16-acre lake; and several restaurants and snack shops.

The new resort was intensively promoted by the State Division of Parks and Recreation. First-summer attendance was at peak capacity, and reservations were required 3 weeks in advance for rooms and cabins. By the end of August the park had tallied more than 200,000 visitor/days, of which 55,000 were from out of State. Presummer attendance averaged 9,000 a month, about one-fourth from out of State.

The other new parks, in order of their development, were the Cass Valley Scenic Railroad in Pocahontas County, developed with the aid of \$576,000 in Federal funds; Hawks Nest State Park, Fayette County, aided with about \$2 million in Federal funds; and Twin Falls State Park, Wyoming County, with about \$650,000. Twin Falls cost relatively less because most of its 3,800 acres of wilderness was donated by a mining company. Among facilities at Twin Falls are a 20-room Main Lodge, golf clubhouse, nine-hole golf course, archery range, and 13 cabins.

Hawks Nest is spectacular and popular. From a 31-room Main Lodge overlooking New River Gorge, a tramway leads down to the river's edge, where there are a marina, snack shop, and swimming pool. By summer's end it had drawn 419,000 visitors, more than half from outside West Virginia.

The five new parks bring to 34 the number in the State park system. The exact impact in terms of jobs is hard to measure, but the State itself employed 918 last summer and has about 450 work-



*DOWN IN THE GORGE*—Complement to a spacious 31-room lodge on the rim overlooking the river is this marina at Hawks Nest State Park. More than half of Hawks Nest visitors are tourists from outside West Virginia.



**CHALET FOR ALL SEASONS**—Canaan Valley State Park makes an attractive picture on a summer day. In winter this area caters to skiers instead of golfers and horsemen. Winter payroll numbers about 75 part-time employees in addition to the 30 year-round staff.

ing this winter. Of these, 228 are permanent employees.

Engineer Jay Henry of the State Division of Parks and Recreation notes that at isolated Cass Valley Railroad, where the State operates only the railroad itself with a peak work force of around 30, satellite concessionnaires and motels springing up in the past 5 years employed 125 in the summer of 1971. A motel in nearby Bartow has expanded from 25 to 100 rooms, and another motel in Marlinton has expanded twice since the resort opened.

At Twin Falls, the park lodge still affords the only restaurant within 50 miles—and 200 summer jobs that were not there before. Henry estimates that every out-of-State tourist dollar turns over 7 times in the local economy.

When the West Virginia Department of Natural Resources began planning for the development in 1963, it first approached the Economic Development Administration's predecessor, the Area Redevelopment Administration (ARA), for help in making feasibility studies. On

the basis of those studies, it then asked ARA to help fund its ambitious package. The agency agreed, making a \$7-million grant and \$16 million in loans (two other parks were funded later).

As construction went forward, rising costs forced several changes and some hard decisions. In order to follow original plans to make Pipestem a "Class A" resort, others had to be cut back, mainly Canaan Valley, whose 60-room lodge is still on the drawing board. In the interim, the Economic Development Administration has backed the State on two further studies of ski-area development and with further grants of about \$4 million to finish Pipestem and other facilities.

In addition to direct support for the State parks project, EDA has funded water and sewer projects in neighboring communities, notably Davis near Canaan Valley, Fayetteville near Hawks Nest, and Marlinton near the Cass Valley Railroad.

The State, for its part, is showing ingenuity in promoting its newest wares. Articles on Pipestem's splendid layout have appeared in several newspapers in the East. In mid-October, Canaan Valley was the site of a powwow staged by the West Virginia Highlands Conservancy. It was host to members of 21 naturalist and hiking groups from West Virginia, Pennsylvania, Maryland, and the District of Columbia. They were introduced not only to the rugged beauty of Canaan Valley's trails and other attractions, but also to the lodges and motels of the surrounding towns.

And this is just the beginning.



**SKI RIDE, SKY RIDE**—Chair lifts at Canaan Valley, designed to haul skiers up a slope with a 730-foot drop over a 2,900-foot distance, can handle 1,200 persons an hour. In summer, providing a more leisurely look at timbered slopes, the lifts handle 300 an hour.

# Man and Nature Join Forces To Spur Growth in Two States



**AWESOME VIEW**—Visitors to Breaks Interstate Park need time to absorb the broad panorama of winding river far below and mountains stretching into the distance. The feature known as the Towers is at the right.

Where the Russell Fork of the Big Sandy River breaks westward through the Cumberland Mountains from Virginia into Kentucky, it has cut an imposing gorge that winds for 5 miles around horseshoe bends, between precipitous sandstone walls rising in places up to 1,600 feet from the river bed.

This is the Breaks Canyon—some 250 million years old—the largest canyon east of the Mississippi.

In 1954, Kentucky and Virginia jointly established Breaks Interstate Park as a 2,670-acre preserve of mountain grandeur including the canyon, the Towers—a pyramidal rock formation over  $\frac{1}{2}$  mile long and  $\frac{1}{3}$  mile wide, caves, balanced rocks, hidden springs, and a profusion of plant life most renowned for vivid annual displays of rhododendron.

With financial assistance from the Economic Development Administration, the area now stands to become an important natural force for economic growth.

More than a decade of increasing use made clear that existing park facilities no longer could meet visitor needs. Heightened interest in Breaks, encouraged by improved park access roads, particularly Virginia Rte. 80 joining Haysi, Virginia, and Elkhorn City, Kentucky, placed an added burden on already overtaxed accommodations and recreational facilities.

At the same time, the rate of area unemployment—7.0 percent in 1966, rising to 7.2 percent in 1967—pointed up the great importance of utilizing every economic resource to provide new job opportunities and area income.

Breaks Interstate Park was a natural.

In August 1967, the Breaks Park Commission received a grant of \$556,200 from the Economic Development Administration to help fund a \$927,000 park improvement and expansion project. Virginia and Kentucky State agencies completed the financing

Principal construction or development plans included a broad spectrum of facilities: modern vacation cottages, camping areas, restaurants, picnic shelters, motel units, boat dock, service building, pool, water system, parking, and access roads.

By dedication date, September 19, 1970, Breaks Interstate Park had had several months' time to prove the added drawing power of its expanded day-use and overnight camping facilities.

Impact on the park area—essentially Pike County, Kentucky, and Buchanan and Dickenson Counties, Virginia, and,



**FOOT POWER**—Paddle boats on Laurel Lake provide a popular form of exercise at Breaks Park. A new boat dock on the lake is home port for these rental "water bikes."

to a somewhat lesser extent, Russell and Tazewell Counties, Virginia—can be measured in several ways.

In terms of jobs, park employment increased from 12 in 1969 to 18 in 1970. Park concession employment increased by 12 new jobs in the same period.

More striking evidence of change is the recent sharp rise in park attendance. In 1961, the park was host to 115,000 visitors. Eight years later, attendance had risen by about 50 percent, to 170,000. By 1970, the number of visitors had risen to 212,000—an increase over 1969 of 42,000, or nearly 25 percent in only a year's time.

Park concession sales increased from \$90,000 in 1969 to \$155,000 in 1970, for a 72-percent jump. But only a relatively small number of Breaks visitors obtain overnight accommodations within the park proper. Those who locate elsewhere in the vicinity for a day or more are helping to create employment opportunities for local people in the motels, stores, gasoline stations, and other service facilities built outside the park to care for tourist needs—all important sources of additional area income.

According to the Cumberland Plateau Planning District, in which the Virginia portion of Breaks Interstate Park lies, most businesses catering to highway travel in the park area report heightened sales due to increased attendance at the park.

The increase in park visitors points to economic expansion in other developments:

- Construction is expected to start this summer on a half-million-dollar tramway across the Breaks gorge.
- A 20-unit motel has been built at Elkhorn City, Kentucky, 7 miles north of the park.
- A coal museum is being located 8 miles south of the park at Haysi, Virginia.

In a region where folklore readily attaches to unique landmarks, it is storied that the Towers area of the park is the hiding place of a vast fortune in silver, concealed there by an English traveler many years ago.

While this legendary treasure trove remains to be uncovered, the bistate Breaks area has found the expanded park itself a proven source of economic growth—measured not in silver bars, but in new jobs and community development.



*ON THE TRAIL*—Breaks Interstate Park provides a variety of hiking and horseback trails, all of them leading to different vistas of the "Grand Canyon of the South."



*MODERN RUSTIC*—All the conveniences in a woodland setting make cottages like this an added attraction for visitors of all ages to Breaks Interstate Park.

By the black sands of Kalapana

## New Water System Aids Bid for Growth in Hawaii County

**S**ugar, coffee, fruits and vegetables, sand ranching were long the economic backbone of our 50th State's largest island, Hawaii (Hawaii County). Changing technology, however, gradually led to fewer job opportunities and, in recent years, increased out-migration of the island's work force.

Now, with help from the Economic Development Administration, a public works project on the island's southeastern coast is opening the gates for new growth possibilities in commerce, industry, and, especially, one of the State's best known activities—tourism.

About 20 miles south of Hilo, near the world-famous black sands beach at Kalapana, EDA grants totaling \$383,200 have helped construct a new million-dollar water system, including a well, pumping station, two concrete reservoirs, and more than 5 miles of pipeline.

This project will serve to stimulate business and recreational development in an area that has enjoyed the natural attractions familiar elsewhere in the State, but lacked the dependable, adequate supply of water needed to support the expansion of industry and an increased flow of tourists.

As a facility judged vital to economic growth, the new water system is expected to result in several hundred new jobs and a brighter outlook for the Kalapana-Kaimu area in the broad spectrum of Hawaii's traditional travel lures.



**BEACHSIDE SETTING**—Tropical foliage lines a roadway under which an 8-inch water pipeline has been installed along the famous Kalapana black sands beach of Hawaii Island's southeastern coast.



**POURING THE ROOF**—Concrete is placed for the roof of the half-million-gallon reservoir during construction of the Kalapana water system on Hawaii Island.

# Rural Industry Lets Many Quit The Farm but Not the Country

*This article, reprinted with permission from the New York Times, illustrates the growth-center concept underlying EDA's development district program. Kinston, North Carolina, is a growth center for the nine-county Neuse River Economic Development District.*

By ROY REED

Special to The New York Times

EUREKA, N.C. — Billy E. Pate's house payment is \$59 a month.

He has an acre of land with three big shade trees and a brick house with three bedrooms, two baths, a large living-dining room and a pecan-paneled kitchen. Housing of similar size and quality on Manhattan's upper East Side would rent for \$500 to \$700 a month.

Yet the difference in the cost of housing is one of the least important reasons why Billy and Virginia Pate and their two children choose to live in the North Carolina countryside, several hundred yards from the nearest neighbor, a mile and a half from the nearest store, rather than in New York or any other city.

The Billy Pates of America are simply not interested in cities. They are country people by choice. And, contrary to a popular belief, some types of country people are becoming more numerous, and more important politically and sociologically.

They are not farmers, even though they may live among cornfields. Many are industrial workers—commuters who would not like the suburbs any better than the city, people who "left the farm" but never left home as industry came to them. They are what demographers call the "rural nonfarm population."

## Increases Discussed

During the nineteen-forties and 'fifties, the rural nonfarm population grew everywhere in the United States, but nowhere so rapidly as in the South. Scattered evidence from preliminary 1970 census reports indicates that the dramatic increases in the South continued through the 'sixties.

For example, certain rural counties in Arkansas showed population gains this year for the first time in several decades despite a continued decline in their farm populations. The new residents are

country people who in many cases drive considerable distances to work in the commerce and industry of towns and small cities.

Rural nonfarm people like the Pates accounted for only about 24 per cent of the population of the South in 1940, while farm people made up 44 per cent. By 1960, the farm population of the region had declined to 13 per cent and the rural nonfarm figure had risen to 34 per cent.



Billy Pate lives in Eureka (1), works in Kinston (2).

The same population movement, although on a somewhat less striking scale, has been evident in the rest of the nation. In 1940 both non-farm and farm people made up about 16 per cent of the population outside the South. In 1960 the rural nonfarm figure was 18 per cent and the farm figure 7 per cent.

With a few exceptions, such as the suburbs of large metropolitan areas, everyone is counted as "rural" who lives in a community of 2,500 or less.

A national Agriculture Department survey showed recently that nearly half of the new manufacturing jobs created in the last 10 years were in rural areas. The rural parts of the South accounted for three-fifths of the nation's annual gain.

A generation ago, a Southern farm boy who could no longer make it in agriculture was typically forced to pull up his roots and move

to one of the textile mill towns to make a living. He probably never went back to the land, no matter how great the yearning.

A farmer or farmer's son who is forced out of farming in 1970 does not have to leave the land. He simply becomes a commuter. The Southern countryside is now thick with new brick houses built by these country people who work in towns or in roadside factories.

Living down the road from here there is a young man named Worth Aycock Jr., who tried for a while to follow in his father's footsteps as a farmer. One year his cotton crop failed and another year his tobacco was ruined by too much rain. He quit farming and became a welder, with steady hours and steady wages. But he still lives on the family place in the country. He drives 80 miles every day, each way, to his job.

Billy Pate's commute is only 30 miles. It takes 45 minutes by automobile over country roads that were paved by the late Gov. Kerr Scott after World War II. He sees no crowded trains, expressways, toll booths or urban sprawl.

He earns about \$135 a week spinning Dacron fiber at the E. I. duPont de Nemours & Co. plant at Kinston, a town of 26,200 persons 50 miles from the Atlantic Coast.

## 'Wouldn't Live Anywhere Else'

Mr. Pate, 26, has never been a farmer, but his wife Virginia, 25, whom he calls Ginny, grew up on a farm a stone's throw from their new house.

"I wouldn't live anywhere else if I had the choice," Mrs. Pate, a pretty, bright-eyed woman, said recently as she sat in her air-conditioned living room. A bob-white whistled nearby, apparently from the woods on the other side of the corn field out back.

"I love the country," she said. "I just feel so free."

Ginny Pate can see the Milky Way at night from her backyard. The air is so clean here.

Walking outside, and continuing talking under the shade of an oak that looked as if it was a hundred feet tall, she said: "Every year, I have a garden. I've got tomatoes, corn, butter beans, okra, beets."

A morning glory vine was blooming on the fence of an abandoned dog pen at the back of the lot. It reminded her of the only crime problem they had had in the neighborhood. Billy had four beagles for hunting rabbits and "someone stole them all—every one of them," she said, laughing.

\* \* \*

A New Yorker might say, "This pastoral life is all very relaxing, but what do they DO?"

They swim. They hunt and fish. They go to football and basketball games in the fall and winter. They go to the beach about twice a month during the summer. They go to church, although not as regularly as when they were younger.

Billy helps his farm neighbors get in their tobacco crop and thereby helps to satisfy an ancestral urge to till the land. He went frogging on a nearby pond one night recently and brought back 60 frogs for the family freezer.

"We're not rich money-wise," Ginny said, "but we try to have a good time with what we've got."

Dr. Alvin L. Bertrand, coordinator of Rural Sociological Research at Louisiana State University, believes that the rural nonfarm population will continue to grow while the rush to the cities may slow appreciably.

"There are many who prefer the amenities of the countryside but the income of the city," he said. The same pattern is developing all over the South, he added.

Dr. Bertrand considers the industrialization of the Southern countryside a mixed blessing in some places. Many of the industries that locate there pay the minimum wage, fight unions, overburden the facilities of small towns and fly to another amenable location as soon as they have used up their tax benefits, he said.

## 'On the Launching Pad'

But in general, he said the South's industrialization has been beneficial and the region is "on the launching pad beginning to go." . . .

# Ski Resorts Help Create Year-Round Economies



**HEAVY OUTSIDE WORK**—This ski resort at Park City, Utah, augments seasonal payroll in the area. Lift and road maintenance are natural for heavy-equipment operators.

Ski resorts launched or expanded with the help of Federal loans have had their ups and downs, but the industry trend is definitely up.

With the number of skiers growing at a rate estimated at 15.4 percent each year, the better-run resorts are climbing a gross-revenue curve almost as steep as their own most challenging slopes. Expenses, meanwhile, are leveling off.

Ski resorts were a growth industry when EDA's predecessor, the Area Redevelopment Administration (ARA), entered the field in 1962-63 with loans to several projects backed by local development corporations. EDA still monitors those projects, helping some to expand, and has added a few of its own. On the whole, aid to winter resorts has been cautious, pending longterm developments, and year-round employment is always a factor in considering applications.

Eight winters having elapsed, there now are sufficient data to measure the impact on rural communities where these resorts are located.

While there are no current extensive studies, projections of earlier studies indicate a current skiing population of

between 3.5 and 5.2 million individuals skiing a total of 38.7 to 57.2 million skier-days.

Assuming a total midway between these two figures and an average expenditure of \$25 per skier/day, the annual industry total would be around \$1.2 billion.

### Skiing exercises a lasting appeal

As a growth industry, skiing attracts neophytes at a growth rate of 16.7 percent a year, with a 1.3-percent dropout rate. Studies show that while 13.2 percent may skip a season, most return later. Main reasons for recessing from the sport are job, marriage, and family obligations, particularly for women. Young men and women ski in about equal numbers, but after age 25, women drop out for family reasons, and by age 40 there are five men skiing for every woman. Skiing as a family pastime, however, is growing. More than one third of all skiers are under age 20, many under age 10.

The bases for this survey are four studies: 1) "The Skier Market in Northeast North America," conducted for ARA by Sno-Engineering, Inc., and published in December 1963; 2) an updated version of the foregoing for 1963-64; 3) another version, 1965, updated for ARA and the State of New Hampshire, and 4) "Skiing Trends and Opportunities in the Western United States," by Roscoe B. Herrington, recreation resource analyst, U.S. Forest Service, a study conducted for both the Forest Service and EDA. More recent figures, including 1970-71 attendance reports, have been obtained from individual project files and resort managers.

Cost figures from earlier studies have been adjusted to cost-of-living indexes, the factor of 127.7 percent being used to compare 1962-63 with 1970-71 dollars.

Skier population estimates have been computed two ways—10 percent for the Northeast to reflect a possible slowdown in growth rate for that area and 15.4 percent for the West, which experience indicates is on the conservative side.

In the Northeast, accepting the mean figure of 447,000 for 1962-63, compounded annually at 10 percent, a total of 910,633 persons would be skiing in 1970-71. Spending an average of \$23.60 a day, adjusted to Federal price indexes, with an average of 11.1 days per skier per season, they would be skiing a total of 10.1 million days and spending a total of \$238 million.

In the West, based on Herrington's 1963-64 tally of 4.3 million skier/visits and his conservative growth rate of 12.8 percent per year, there would be 11.4 million skier-days with an adjusted \$25



ON THE UPTREND—More sophisticated lifts, floodlighting for night skiing, and man-made snow guarantee better skiing—for a price.

per day spent, or another \$285 million, exclusive of equipment.

There are other sizable blocs of skiers in the northern Midwest, southern Appalachia, and the Dakotas. There are no recent surveys to measure skier attendance. Guaranteed circulation of *Skiing* magazine is 440,000 for 1970-71.

The earlier studies showed that the skier dollar is distributed as follows: about 38.8 percent for lodging and meals, 43.4 percent for ski lift tickets, 15.1 percent for after-ski activities, and 2.6 percent for ski school lessons and equipment rental.

These last items, while a small share of skier expenditure, are crucial to indus-

try growth. A confident novice is more likely to stay with skiing. One who is used to the best in equipment will buy his own accordingly.

As for expenditures for ski outfits and equipment, the 1963-64 figures would adjust to \$33.7 million today in dollar terms, or more than \$60 million taking growth into account. However, it costs more to ski now, and equipment and clothing are far more sophisticated.

A pair of \$60 boots were top quality in 1963. Today it is hard to find a \$60 boot in the shops, and experts pay \$180 a pair. The \$20 parka has been replaced

Continued on next page

by the \$37.50 garment, but a fashion-conscious skier easily can spend \$200 for a head-to-toe outfit, exclusive of boots. The once-high-quality \$60 laminated wood skis have given way to fiberglass, metal, or sandwich construction costing upwards of \$200.

### Costs climb as service improves

Lift rates are also climbing, but so are the levels of service. Instead of \$3 to \$5 a day, a skier pays \$5 to \$7, but now has a choice of chair, gondola, J-bar, T-bar, and several rope tows with shorter waits in the lift lines. Artificial snow assures better skiing no matter what the weather, and floodlights extend the skiing to 10 p.m.—for an added lift fee.

As for economic impact, each ski resort is a snowscape unto itself. Some cater only to 1-day skiers, some to weekenders, and others recruit vacationers from hundreds of miles away. Each orientation creates a different economic fallout and provides a different pattern of employment. Factors that affect the growth, profit, or patronage of a resort include accessibility (distance and road conditions), weather, base facilities, overnight accommodations, terrain, promotion policies and, paradoxically, too much success.

For instance, early success at a particular resort may bring stiff competitors to nearby slopes. While the resort with the older facilities may not attract the biggest crowds or the largest per-skier spending, it has sparked a resort complex with new jobs spread over a wide area.

New highways bring 1-day skiers from cities from which only weekend skiers could come before, and more remote metropolitan areas swell the weekend crowds. Surrounding motels begin to expand, restaurants prosper, and chic apparel shops open in nearby villages.

The seasonal nature of skiing creates a small number of year-round jobs, but also spurs summer tourism. In some communities the summer employment is less of a goal than creating winter jobs for people who work summers in mining, lumbering, or heavy construction.

One of the best documented situations is that of Schweitzer Basin near Sandpoint, Idaho (pop. 4,355).

### Ski project livens winter economy

The community was still suffering in 1962 from withdrawal of a naval air facility 4 years earlier. Its main support came from a 4-month summer tourist season, but it was a long, cold winter with countywide unemployment rising as

high as 18.7 percent from a summer low of 3.3 percent. In June of 1962, an ARA loan for \$345,000 was approved, and the ski area was rushed to completion by December, accompanied by an 8.4-percent drop in the wintertime jobless rate to 10.3 percent. By 1964 it was down to 8.7 percent, in 1965 to 6.3 percent.

Schweitzer Basin has literally created its own following in the Idaho panhandle and Spokane, Washington, 70 miles away. There is no overnight lodging at the basin, so, the 10 or 15 percent who weekend there have caused a boom in area motels, hotels, and restaurants, which once catered only to summer tourists.

Schweitzer Basin has a prime asset—a 180-day season—with some support from snow machines early in the season. A strong sales program has aroused skiing enthusiasm two or three times the 1 percent estimated average for the West. To Sam Wormington, resort manager, the nonskiers are a challenge.

"I get out and hustle. Only 2 or 3 percent of the people ski, so let's get out and get the 97 or 98 percent who don't!"

Wormington's tack is to lure neophytes with free lift tickets and lessons, the latter because a beginner who learns to ski well enough to have a good time will stay with it. Wormington stumps heavily in Spokane, a city of three colleges and source of nearly half the Schweitzer patronage.

Business zoomed when a new lift was added in 1969, and gross revenues nearly doubled, topping \$500,000. By January 1 of this year, Schweitzer was 30,000 skier-days ahead of last year, more than overcoming later losses from icing conditions.

### Local businesses share in benefits

Local farmers have benefited as area restaurants are buying 30 percent more meat and dairy products, and one to three additional drivers are needed to bring nonlocal food and linen items from Spokane. Gasoline sales are up 10 percent. A survey shows that 69 people are employed during skiing season at jobs directly related to the industry and 37 at jobs indirectly related, for a total of 106—prorated to 53 man-years.

Bonner County is enjoying a 3-percent boost in tax revenues, \$3,700 from basin property itself and \$20,000 in new local business. This does not include gasoline sales taxes.

In New England, the new Interstate 93 brought the White Mountains of southern New Hampshire within range of Boston day skiers. Waterville Valley near Campton, the largest ski resort, is also closest to Boston. Its ski area, including National Forest lands, was de-

veloped in 1965 with the help of an EDA business development loan of \$1.3 million.

The developer now has 19 ski areas on Mount Tecumseh and six trails on adjacent Snow's Mountain (not to be confused with Mt. Snow, Vermont). On a typical weekend day, this resort draws about 3,500, a level favored by the operators. A boom one weekend causes a drop in business the following weekend.

"If they have to wait too long in the lift lines, next time they go somewhere else," says John Laguardia, vice president and treasurer of the Waterville Valley Company.

A member of the Ski-93 Association in Woodstock, the resort helps fill the valley's 1,200 to 1,300 hotel and motel beds to capacity. About one third of Waterville Valley's skiers stay over, spending an average of \$20 to \$25 a day compared with the \$10-to-\$13 average for 1-day skiers.

Snow-making machinery gives skiing a 3-week head start on a season that otherwise would wait until mid-December.

Waterville Valley is part of a complex of ski areas, including Tenney Mountain, Lone Mountain, and Cannon Mountain to the north, with Ski-93 handling room



*INDISPENSABLE*—A Snocat clears the lift trail at Park City, Utah.

reservations for all. Summer business, so far, has been "very small," although a golf course and condominium are rounding out the season, Laguardia says.

In the Pocono Mountains of northeastern Pennsylvania, Camelback Inn brought winter life to a depressed area that used to depend on a 10-week summer season. The inn, catering mainly to day skiers from Philadelphia, opened in 1965 with an ARA loan of \$316,000. The operation has gradually overcome the profit gap, and last winter the opening of the new Marc Antony novice trail

gave income a dramatic boost, while costs actually declined. While reducing its longterm debt, the resort nets around \$10,000 a week.

Most of Camelback's outside employees are construction workers laid off from jobs in nearby Allentown. Cafeteria help and ski instructors also swell the year-round payroll of 15 to 150 at peak season. Ski instructors are college students or persons working full-time jobs elsewhere.

Blue Knob in south-central Pennsylvania has slopes acknowledged by many serious skiers as the best south of Vermont. Like most of the 14 resorts in the general area, Blue Knob seeks to extend the season with artificial snow and to lure weekend crowds into midweek by skiing with floodlights until 10 o'clock in the evening.

### Modern methods keep slopes open

At an elevation where natural snow falls 118 to 213 inches a year, 30 acres of snow-making equipment assure that there is no "bad year" for Blue Knob.

Blue Knob is one ski resort financed by EDA and ARA that offers overnight lodging. The original \$268,500 loan in 1962 helped convert an Air Force installation into lodges, dormitories, restaurants, lounges, and ski shops. In addition to staff, the resort can house 320, according to Lee Yoder, manager, and runs over 50-percent capacity most winter weekends.

It also serves as an *apres-ski* spa for groups from nearby chalets, which are all rented for the season before the snows fall. The rest of the weekend crowds of 1,400 come for the day from Pittsburgh, Altoona, and the metropolitan areas of Washington, D. C., and Baltimore, Maryland.

Blue Knob does have access problems, since there is no improved highway for the 27 miles from Bedford. Some skiers find having to drive to the top of the hill an obstacle. Skier surveys show that 80 percent rate quality of skiing available as the main motivation, but in another survey on their problems, 42 percent of resort operators listed inadequate base service facilities as number one, and poor roads and inadequate lift capacity tied at 18 percent.

Only 11 percent of the operators cited competition as a problem. In the case of Blue Knob, overnight skiers fill motels as far away as Breezewood on the Pennsylvania Turnpike. Almost all the ski areas run at peak capacity all weekend, and some even suffer Friday-night-crowd jams.

Rapid growth has been the hallmark of Treasure Mountain at Park City, Utah,

mecca of day skiers from Salt Lake City. Since the resort opened in 1964, gross income has increased 153 percent, patronage 114 percent, and payroll 119 percent. Full-time employees are up 77 percent as the resort gradually builds its summer business based on a golf course and a 2½-mile ride on the gondola lift to tour a copper mine.

Treasure Mountain was developed by the United Park City Mining Company as a means of using 3,000 acres in the Wasatch Mountains as an income source to augment mining. During the 1969



**AVOIDING THE CROWDS**—Operators get more use out of lift capacity and skiers enjoy freer skiing on less crowded weekday evenings.

nationwide copper smelter workers' strike, the ski resort helped residents of the Park City area endure 9 months of unemployment. Year-round, the resort employs 79 with a winter peak of 175. The resort runs 8 or 9 months of the year and, with the early start of skiing for 1970-71, it will run even longer.

### Industry still has room to expand

While the ski resort industry expands in volume, studies and experience indicate there is still more room for expansion in these areas:

- Into the higher-income brackets by means of more luxury facilities. While skiers as a group have incomes averaging \$10,000, vacation skiers and midweek skiers average \$15,000 a year. A vacation skier spends \$63 a day compared with \$25 spent by a weekend skier.

- Into year-round recreation to build the permanent staff and bring more tourist dollars into the area. Golfing, summer lift operation, trail riding, and vacation-home developments are being used.

- Into still more challenging slopes and still more lifts and novice runs as yesterday's skiing public brings a second generation to the slopes.

- Into areas where no ski resorts exist. Snow-making equipment makes skiing popular where it was impossible before because of climate.

- Into better maintenance of slopes and access roads in all kinds of weather. Studies show that the better the skiing and the easier the access, the more days of skiing per skier.

The trend is toward larger resorts offering a wide choice of ski terrain. This trend in the West showed cable lifts providing five times the lift capacity of rope tows. At most resorts, chair lifts attract and hold the longest queues.

Analyzing the income/expense curves for various ski resorts, one can see that, as in any business, there is a period of time, about 5 years on the average, while management is becoming proficient and the operation efficient, so that one bad year need not be a serious threat to survival.

Al Greenberg, editor of *Skiing Trade News*, noted after the bad winter of 1964-65:

"The ski industry is no place for speculators. There was general agreement that those who came into this business looking for a quick buck were the ones who were hurt most seriously."

As a growth industry, the ski resort industry does compare favorably with other industries in the amount of outside dollars brought to depressed rural areas by prosperous tourists, both winter and summer. In an independent study, two University of Utah researchers, Robert R. Edminster and Osmond L. Harline, observed:

"Although skiing is not a big factor in the western economy as a whole, when compared to the agricultural or manufacturing segments, the ski business is highly important to individual communities. In some locations such as Aspen, Colorado; Ketchum (Sun Valley), Idaho; and Park City, Utah, skiing has been the catalyst that has stimulated other businesses and other economic activities. The infusion of skier spending influences the economic tempo by providing additional wages and income to a community."

"Part of this additional revenue is circulated within the community, and successive rounds of responding of the initial skiers' expenditures are multiplied several times. In some cases the multiplier may be as high as three, but probably less than two for smaller communities."

# COOPERATION IN WAKE OF TIDAL WAVE BRINGS NEW HOPE TO CRESCENT CITY

Crescent City, California, its economy wrecked by a tidal wave on March 29, 1964, is again looking to the sea.

This time, however, the community is in quest of economic vitality—a stable economy and year-round jobs for the unemployed.

The major task of rebuilding brought Crescent City, Del Norte County, and the Crescent City Harbor Commission together in the wake of the disaster.

This unity was strengthened in 1965 when it became necessary for the community to prepare an Overall Economic Development Program (OEDP) in order to be designated as eligible for assistance from the Economic Development Administration.

The OEDP emphasized that the area's natural resources offered the best hope for economic growth. The resources include vast redwood, fir, and pine forests and the Pacific Ocean.

Crescent City's economy has been dependent on the timber industry for more than 100 years, and conservation practices give assurance that forest products will continue to be the economic mainstay of the area.

About 60 percent of the county's land is devoted to redwood, fir, and pine. However, the rugged terrain adds to the cost of harvesting the timber. Thus Del Norte woodsmen are among the first to suffer when the demand for lumber declines.

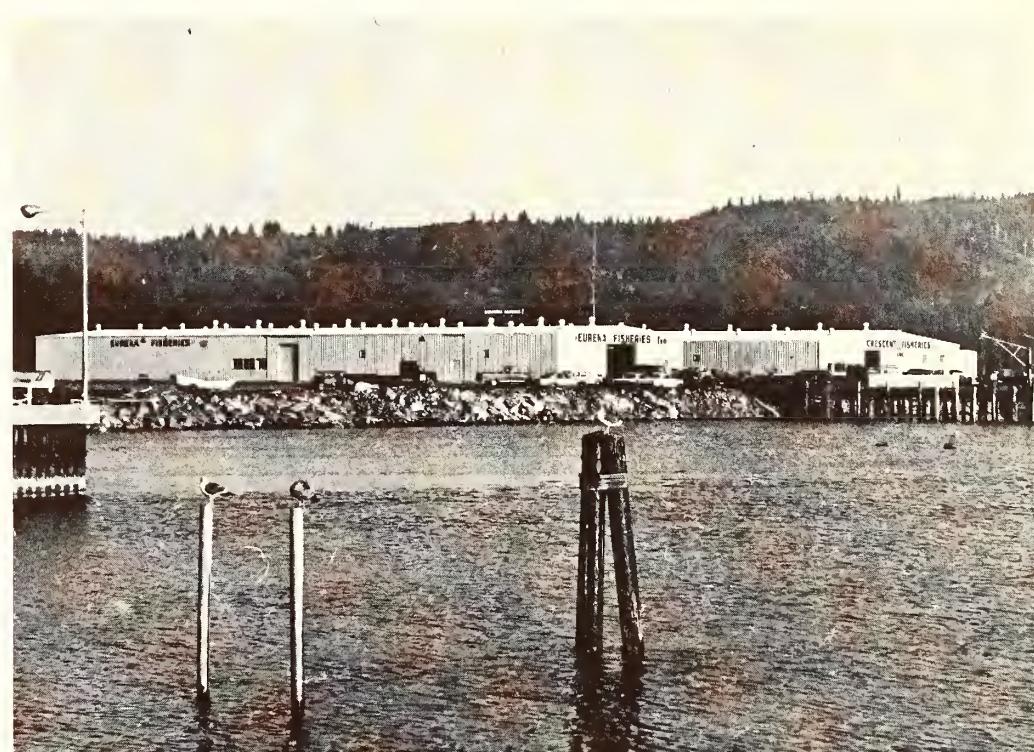
## *Harbor opens new prospects*

Crescent City derives great hope as well as its name from its natural, crescent-shaped harbor. It is considered one of the best between San Francisco and Portland, a favorite of California and Oregon fishermen.

In reviewing their prospects for the future, local leaders realized that most fish landed at Crescent City were shipped to processing plants at Eureka and other distant points.

Under the leadership of Carl Brower, the Harbor Commission started the wheels turning for a seafood-processing complex in November 1967. EDA approved a \$363,000 grant for the facility and an \$88,000 grant to help Crescent City extend sewer service to the area.

Initial bids exceeded funds available for the complex. The Commission had



**NEW PLANTS**—These plants erected by the Crescent City Harbor Commission with the aid of a \$363,000 EDA grant are leased to private operators. They provide jobs for area residents and a market for fish taken from the Pacific Ocean by fishermen from northern California and southern Oregon.



**THE FLEET IS IN**—Fishing boats fill the harbor at Crescent City, California. Harbor development includes construction of finger piers to accommodate the boats. Availability of the piers will help clear the crowded harbor for easier navigation and enable it to serve an additional 200 fishing boats.



the project redesigned, but new bids left the Harbor District still \$40,000 short.

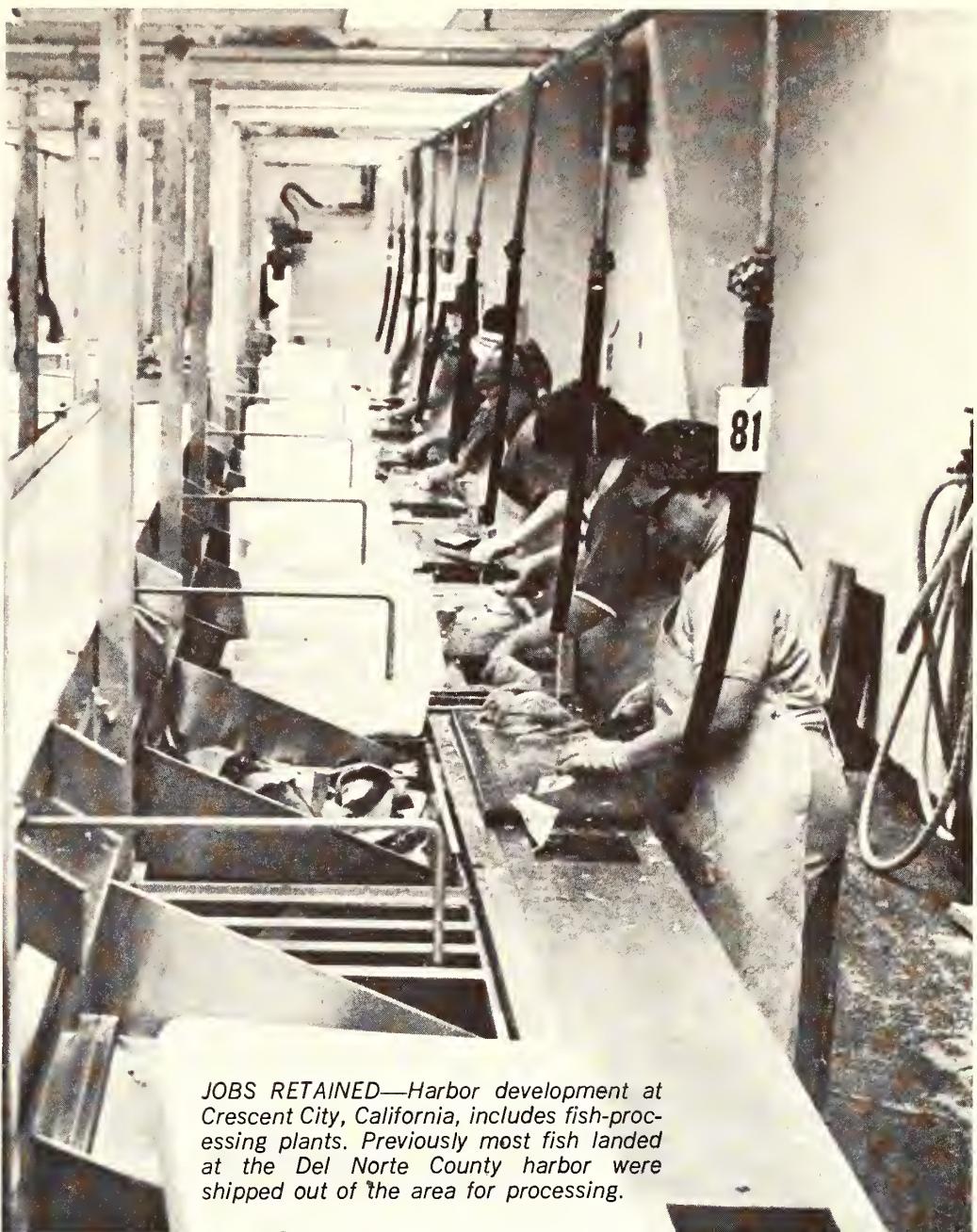
That's when the determination of Del Norte Countians to develop their harbor surfaced. Attorney James Hooper led a campaign that raised more than \$45,000. The "Del Norte Triplicate" attributed the successful fund drive to "faith in the success of the harbor."

The Harbor District dedicated the industrial facility in March. Its two plants were leased to Crescent Fisheries and Eureka Fisheries, and by April the two firms were employing nearly 200 persons processing shrimp and bottom fish.

Plans to strengthen the Crescent City economy took another step forward in April when EDA approved a \$1,363,200 grant to help the Harbor District carry out the next phase of its development program.



**DOCKSIDE DUTY**—One of the boats in the Crescent City, California, fishing fleet is shown at dockside where the boats are serviced and fish are landed. EDA has approved a \$1,363,200 grant to help build finger piers for the harbor.



**JOBS RETAINED**—Harbor development at Crescent City, California, includes fish-processing plants. Previously most fish landed at the Del Norte County harbor were shipped out of the area for processing.

The District will match the Federal grant with a loan from the State of California to meet the cost of an access road, breakwaters, finger piers, parking lots, and related site improvements.

The piers will provide berthing space for the fishing fleet and enable the harbor to serve an additional 200 vessels. The individual berths will eliminate the necessity for the boats to move to and from moorings for servicing, and will improve navigation in the harbor.

The seafood-processing complex and the expanded harbor facilities are expected to make fishing a year-round industry at Crescent City.

#### *Tourism gets a boost*

Availability of additional pier space also is expected to boost sports fishing and yachting, thus creating more jobs in service trades.

Harbor officials say the new access

road will make possible the construction of a tourist-oriented restaurant on the waterfront.

Tourism in the area was boosted in 1968 when the Redwood National Park was established. And in 1969, an under-seas garden was set up to help attract tourists to Crescent City. Earlier, a local bond issue financed a waterfront recreation area and an indoor swimming pool.

Success of the cooperative efforts in expanding the tourist and fishing industries has led to the formation of the Tri-Agency Development Coordinating Committee. It includes members of the City Council, the Harbor Commission, and the County Commission.

The Tri-Agency unit, spawned by a tidal wave, already is making plans to attract industrial plants to the area and to join forces with other counties to build a stronger economy throughout northern California.

# Illinois District Helps Obtain Crime Lab And Stirs New Confidence

There's a feeling of confidence stirring in the smaller communities of southern Illinois, and it is due in great part to the presence of a new Illinois State Regional Crime Laboratory.

The new \$100,000 facility was established at De Soto as a result of a persuasive presentation made to the State government by the Greater Egypt Regional Planning and Development Commission.

The laboratory began operation in the summer of 1970 and, in addition to the service it offers in improved law enforcement, it represents a major achievement for the economic development district. Dr. Allen Y. Baker, chairman of the district, has expressed this view of the laboratory:

"What this amounts to . . . is an example of how a regional council can foster positive change on behalf of its people through a responsive and professional approach to determining needs and then seeking solutions.

"We have learned, in other words, that David really can convince Goliath to give him a fair and impartial hearing. Not just once, but time after time,

especially when he has worked long enough at the job of professional problem-solving to earn his credentials."

The story of the crime laboratory dates back to 1968 with the passage of the Federal Omnibus Crime Control and Safe Streets Act.

It was then that the Illinois State Law Enforcement Commission began to work on a statewide plan to improve law enforcement. A system involving the establishment of three regional labs was adopted, with the facility to serve Greater Egypt slated to be located at East St. Louis—a distance considerably more than 50 miles from almost all the counties in southern Illinois.

"After all those years with nothing, we recognized a chance to solve at least one of the most critical problems of our area's criminal justice system," said Dr. Baker.

"So at the direction of the Greater Egypt Regional Commission and its Regional Advisory Council on Administration of Justice, the staff prepared a proposal to the State carefully outlining the reasons why a regional crime laboratory was needed in southern Illinois."

For years the southern Illinois area had been plagued by the lack of efficient laboratories to assist in crime detection and prevention. The closest service in analyzing evidence was at Springfield, at least 3 or 4 hours' travel time from the Greater Egypt counties.

Understaffed and undertrained area police could not adequately arrive at conclusions of evidence, and assistance from the nearest State facility was delayed sometimes as much as 10 weeks. These hazards caused a chain reaction of court delays and dismissal of charges because of a lack of evidence, local officials explain.

"So," said Dr. Baker, "our law enforcement departments were either completely ignoring scientific crime detection techniques or using them very sparingly for only the most important of cases.

"Along with all of our other problems, this lack of adequate crime laboratory facilities for southern Illinois had slowed the functioning of our criminal justice system to no better than a crawl. Our local agencies had lived with this situation for so many years that they no longer

held out much hope anything could ever be done."

But not so the Greater Egypt EDD. Dr. Baker said it went to work on its proposal to the State, carefully outlining the need for a regional lab in the area. The impact on the State was quick, he added.



**SPECIAL TESTS**—This criminalist at the regional crime laboratory at De Soto, Illinois, prepares to conduct a gas chromatograph test that requires a controlled temperature. The machine separates organic compounds and is useful in arson investigation.

"Immediately, the Illinois Law Enforcement Commission and the Illinois Bureau of Criminal Identification and Investigation ordered a complete rethinking, a complete reevaluation of the initial plan," the chairman pointed out.

"Our staff was consulted all along the way as this reevaluation took place. And within 2 months, the State plan for regional crime laboratories had been totally revised as a result of our proposal. Five regional crime laboratories were now seen as necessary—not just three. The first facility to be developed was going to be in southern Illinois.

"More specifically—in the Greater Egypt region."

Since then, things have been looking up for residents of the counties served by the laboratory and for the economic development district. The new feeling of confidence arises from the knowledge that communities can help themselves and live better as a result.



**THEY HELP SOLVE CRIME**—For the first time, counties in southern Illinois have expert assistance in crime detection and solutions. This aid comes from the new \$100,000 Illinois State Regional Crime Laboratory established at De Soto with the help of the Greater Egypt Regional Planning and Development Commission. Here, a technician examines fingerprints with a magnifier while, in the background, a criminalist conducts a microscopic crystal test on drugs.

# EDA Project Helps Puerto Rico Retrain Displaced Workers

Puerto Rico, which has been seeking to retrain displaced farm laborers as skilled craftsmen, has had unusual success through the Commonwealth Job Development Center, according to a report on the EDA-sponsored project.

Robert A. Podesta, Assistant Secretary of Commerce for Economic Development, released the report on the center, which was financed in part by an EDA technical assistance grant.

This is how the Job Development Center viewed the problem facing it, as stated in the report:

"One solution to the critical lack of jobs for unprepared, idle youths, especially in the San Juan Metropolitan Area, and the lack of trained workers for industry's constantly arising manpower demands. They studied the job openings waiting to be filled in local industry and decided that many of them could be filled completely if idle youths could be given the proper job motivation, orientation in good living habits and the basic training for the type of work in demand."

In all, during an 18-month period of training at the center, the project enrolled 831 youths. Of this total, 99 dropped out before completing the course. A total of 531 have been placed in jobs, while 66 others remain available for work. The report adds that, in the same time, several small businesses were established.

Five firms assisted in the training.

The report concludes:

"When a man has mastered a job, there are always opportunities for advancement, and the job he left can be filled by someone else. But when the employer finds it difficult to find a trained person, the job is left vacant.

"Both problems—youth looking for work, and companies with vacant posts—can be solved. The solution is the adequate training of youths for the jobs that are open."



**A STEP HIGHER**—Gilberto Nieves has been working for 3 months following a 3-months' training period at Puerto Rico's Commonwealth Job Development Center. He's 21 and can visualize a whole new life ahead of him, thanks to his training in telephone line repair work.



**CLOSE ATTENTION FOR GOOD JOBS**—Professor Manuel Arroyo shows students how to repair a washing machine at the new Job Development Center in Rio Piedras, Puerto Rico. The training center was financed in part by the Economic Development Administration.

# Gallaway's Push for Progress Nets Better Life For Tennessee Town

by Jackie Kersh

Municipal Technical Advisory Service  
University of Tennessee

**M**ayor Layton Watson of Gallaway, Tennessee, can look out the window of his office and see the house where he was born and the spot where his great-uncle's general store stood in 1855. But the rest of his town is changing so rapidly that links with the past are few and hard to find. Gallaway is on the move, and not many of its 300-plus citizens have time for nostalgia.

Although this bustling west Tennessee community, "two stop lights" away from Memphis, dates back to the middle 1800's, it has been an incorporated city for only 4 years. There's no coincidence in the fact that it was also 4 years ago that Gallaway began breaking out of the traditional way of life that had made its county, Fayette, the third most impoverished in the Nation.

"For years this area was geared to cotton, the mule, and the Negro," Mayor Watson explains. "Then we woke up to find that cotton couldn't support us any longer, the mules were all gone, and our Negro citizens, and many white ones, had no jobs. Industry was the only answer, and we were willing to do whatever had to be done to bring the 20th century to Gallaway."

## Outside help sets scene for growth

A town with just over 200 residents, many of them unemployed and poorly educated, couldn't do the job alone. Gallaway's officials turned to Washington, particularly the Economic Development Administration, for help. And they got it.

Since 1966, they have received more than \$1 million, including \$360,000 in grant and loan funds from EDA. More important, these dollars have bought

modern water and sewer systems, two industrial parks, fire protection, streets and sidewalks—all necessary before any industry would consider locating there.

Today a modern, automated factory, manufacturing prefabricated housing components, sits where the cotton gin hummed busily 35 years ago. Two more companies, one a metal-rolling plant and the other a door-construction firm, are in the early stages of development. The three together will provide more than 200 new jobs. Gallaway's officials say this is only the beginning.

The town's success story reads like something out of Horatio Alger, but

nothing is ever really that easy. There were plenty of disappointments, setbacks, and problems along the way. Gallaway didn't change from a sharecropper-mule-cotton economy to a semi-industrialized, energetic community without hard work and planning by many determined citizens and an assist from the Federal and State Governments and the University of Tennessee's Municipal Technical Advisory Service.

The potential was there, of course. The area had an ample, if largely untrained, labor force; access to inexpensive TVA power; proximity to rail lines, an interstate highway, private and commercial airports, a major river, and the State's largest metropolitan center; and plenty of undeveloped land (the town encompasses 940 acres).

## Prime resource—an active leadership

What was needed was a group of people to get behind things and push. Mayor Watson and the Gallaway Development Corporation have proved good at pushing. The majority of the corporation's members are from the community's majority group—Fayette County is 68 percent Negro.

The first big break came shortly after incorporation. EDA approved a \$288,000 grant and a \$72,000 loan to finance a water and sewage-treatment system. Included in this project were a water-treatment plant, an elevated storage tank, two wells, a sewage-treatment lagoon, and a rail spur to serve the industrial park. The city also installed fire hydrants.

The next step was acquisition of potential industrial sites. An option was taken on 100 acres, but time ran out before funds could be raised.



**CLEAN LIVING**—Mayor Watson looks at one of two lagoons that purify Gallaway's sanitary waste. The sewage-treatment system was built with the aid of an EDA grant.

Then came another setback. The city purchased 2 acres for a paperboard plant and lost this first industry when fire wiped out the company. Because the plant was the largest water customer and provided the economic impact to justify the EDA loan and grant, it even looked for a while as though the city would not be able to meet bond payments. But everybody dug down, the payments were made, and the town was over the hump.

#### Combined efforts produce new jobs

Two years later, Gallaway officials had two industrial parks, totaling 136 acres, and could proudly read press clippings about groundbreaking ceremonies for the town's first real industry, Data Bilt Homes.

The project was financed with \$246,000 from the Small Business Administration, \$41,000 from the local development corporation, and \$123,000 from area banks. Data Bilt opened up immediate job opportunities for 80 persons. Full production is expected to increase the work force to 120.

Even today, the outward appearance of Gallaway isn't too impressive. The city hall - community center is in a bright blue plywood building that once was a construction hut at Memphis Veterans Administration Hospital.

The center buzzes with activity. Hot meals for elderly citizens are cooked in the kitchen area. Women busily ply needles around a quilting frame. A Neighborhood Youth Corps worker types in the office. Elderly people also meet for transportation to nearby clinics and hospitals or to see the Social Security Administration field representative. Mayor Watson's office is in a comfortable mobile home behind the city hall.

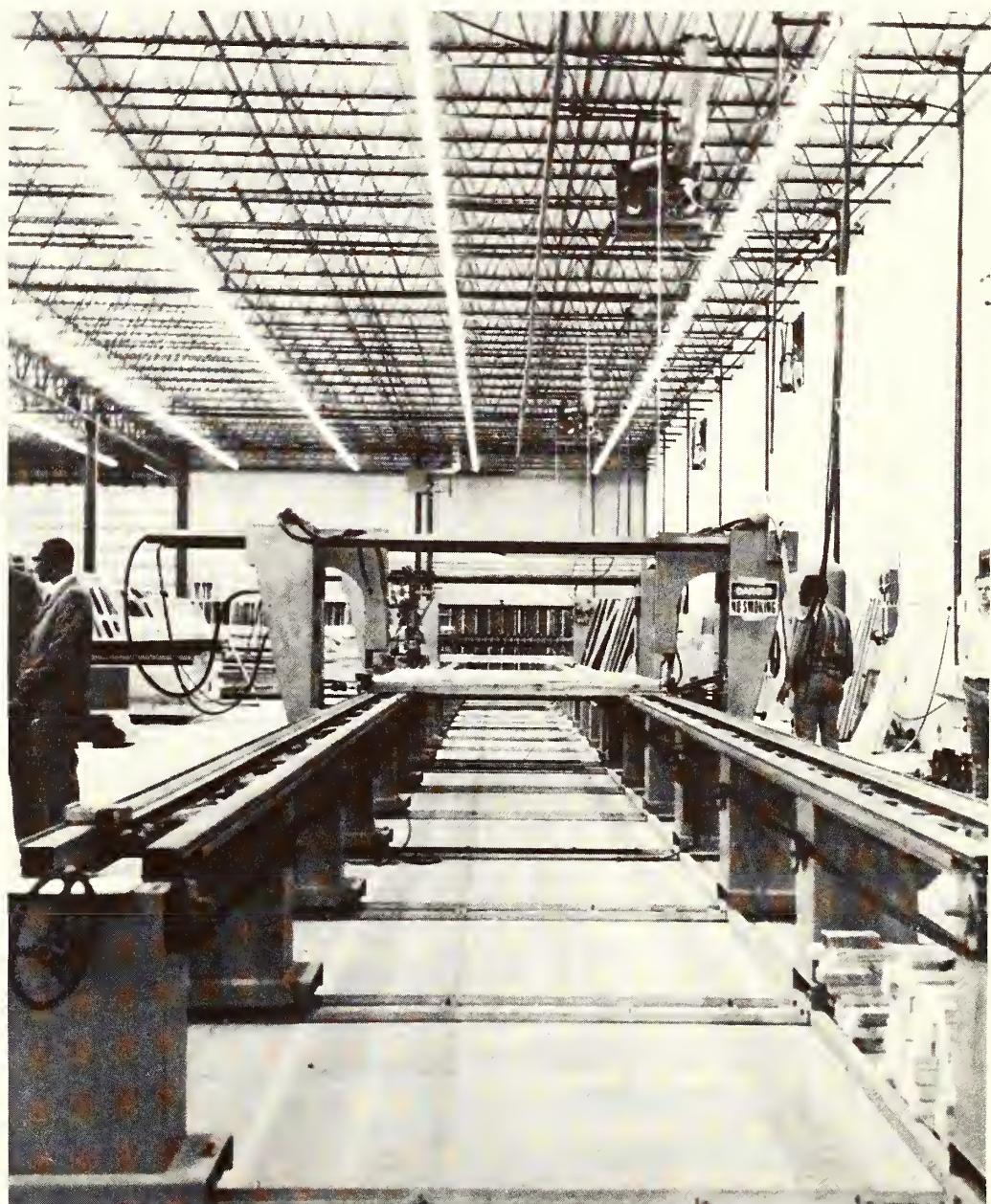
Many of the town's substandard houses soon will give way to a 60-unit, low-income housing development administered by the Gallaway Housing Authority, first of its kind in the county.

The community has installed more than 300 feet of sidewalk, which cost only \$1 per foot instead of the usual \$8 in this area because the work was done primarily by Neighborhood Youth Corps and Operation Mainstream employees.

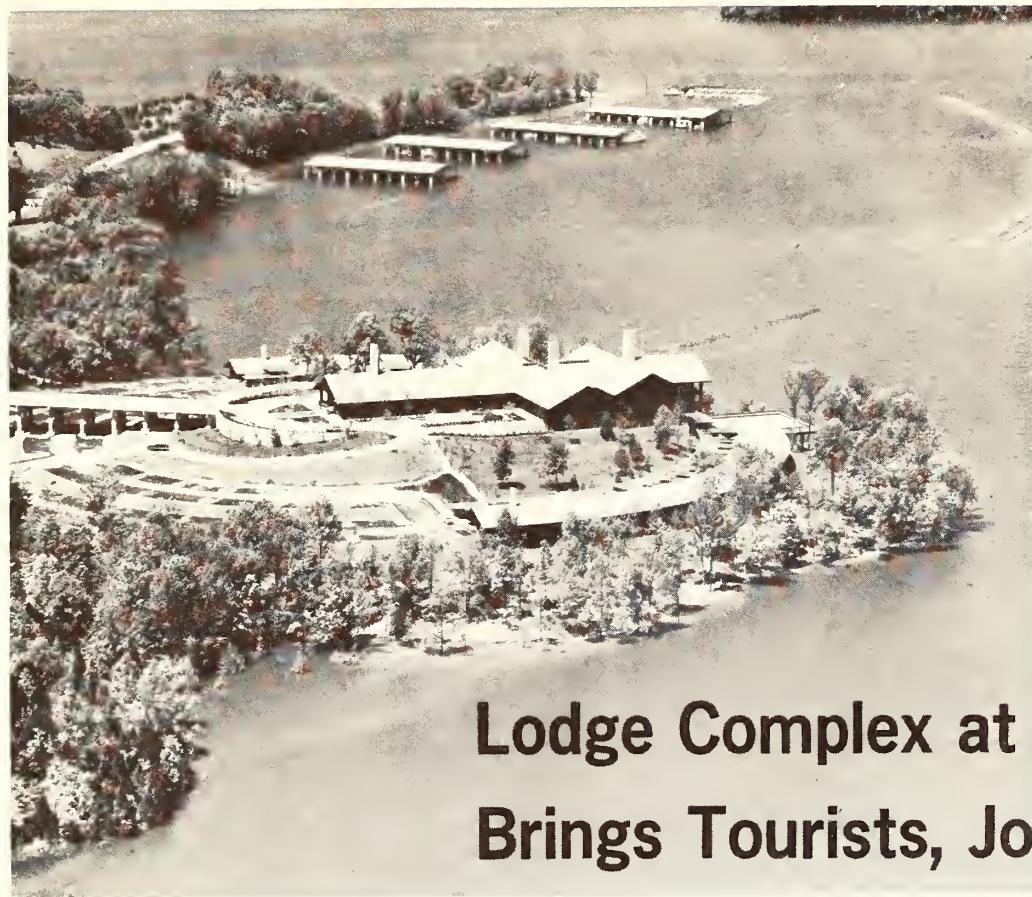
The same groups keep vacant areas free of undergrowth. Litter containers, new street lights and street markers, more than 2½ miles of new streets, and twice-monthly refuse collection show that Gallaway is able to serve its citizens.

"A few of our people haven't agreed with all we're doing here," Mayor Watson will quickly tell visitors. "But those who fight change are fighting a losing game. You've got to make it work for you."

Gallaway is doing just that.



ASSEMBLY BY AUTOMATION—The assembly line at the Data Bilt Homes plant is completely automated. Wall sections move through an automatic nailing machine to a point where sheet rock or paneling is stapled on, also by machine.



**BARKLEY LODGE** occupies a small peninsula jutting into Lake Barkley and is accessible to automobiles over a roadway ramp. Two arcs framing the main lodge building contain 124 guest units, all with a lakeside view.

About a mile distant are located an additional nine guest cottages. Boat shelters in the background indicate a popular form of visitor recreation.

## Lodge Complex at Lake Barkley Park Brings Tourists, Jobs to Kentucky

They say it is "as big as all outdoors," and judging from the number of visitors it's attracting, it may have to be that big.

The lodge at Lake Barkley State Resort Park on the Cumberland River in southeastern Kentucky is what they are talking about. Besides being a focal point for travelers, the lodge is now recognized as one of the architectural showplaces of the country.

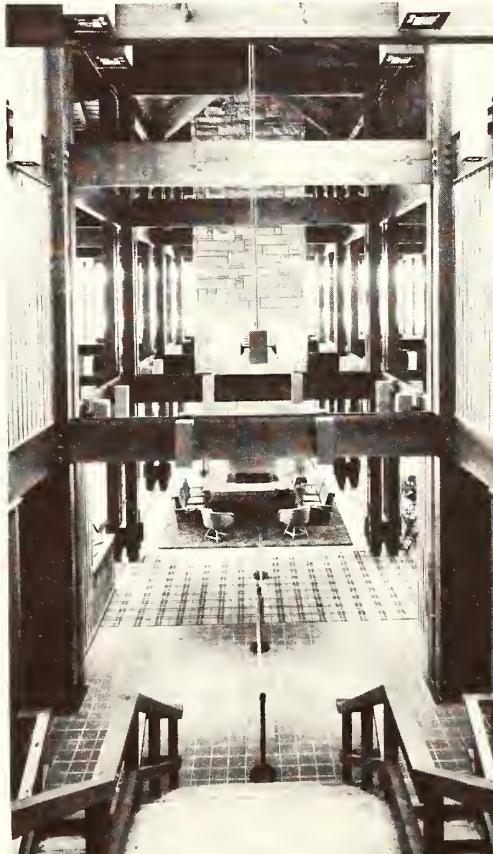
The Kentucky Department of Parks received a \$1,421,000 public works grant and a \$559,000 public works loan from the Economic Development Administration in July 1966 to install a water system at the 3,600-acre park.

In August 1966, the parks agency received a \$3,988,000 grant to help construct the \$5.5-million lodge, which was completed and dedicated by Governor Louie B. Nunn on June 1, 1970, with the following results. The lodge has:

- Attracted nearly 870,000 visitors from almost every State in the Nation in the last 7 months of 1970;

- Received guest reservations expected to number nearly 2 million in 1971;

- Provided employment for nearly 190 persons at peak periods and is expected to reach an employment high of 225 this year.



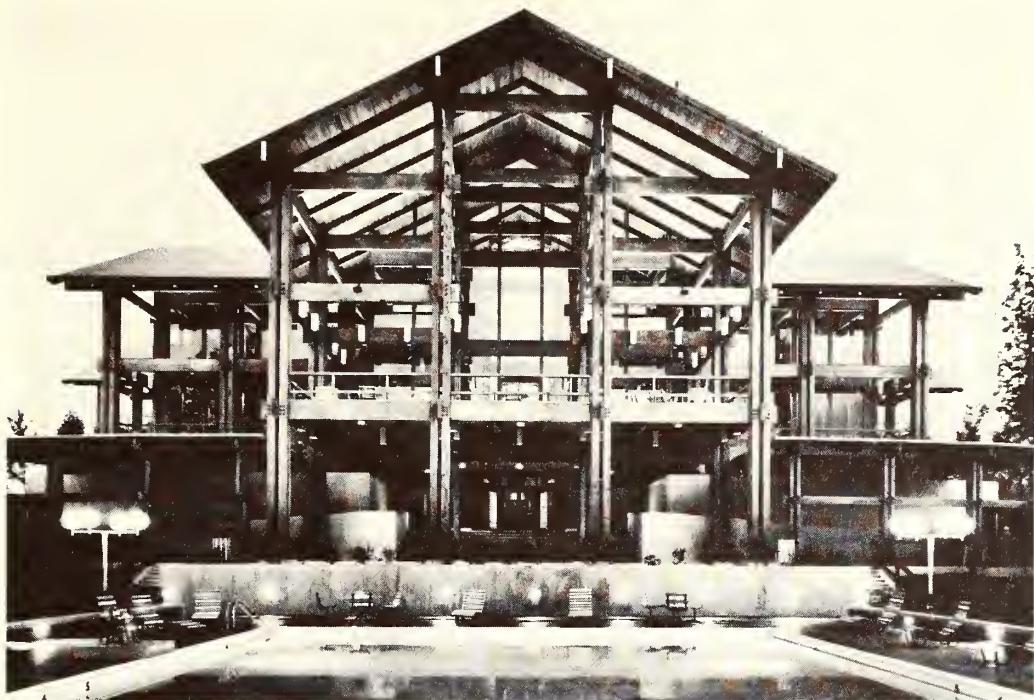
*SPACIOUSNESS INDOORS matches in concept the open look designed into the exterior of the Lake Barkley Park Lodge. This view of the main lobby reveals the lodge's typical broad beam construction.*

Ralph Gibson, lodge manager, views the success of the recreation complex in this way:

"We are doing twice as much business as we ever dreamed we would do. We are way over our expected revenues, and things are just phenomenal."

The State park grew out of the construction of a dam on the Cumberland River, which created Lake Barkley—named after the late Vice President Alben Barkley. In designing the park, the planners took extreme care to preserve the pristine forest beauty of the area—developing roads from nearby Cadiz along the natural contours of the land.

This desire to match the manmade attractions to the natural beauty of the area led to the selection of one of the country's leading architects to design the lodge. He is Edward Durell Stone, an award winning architect and designer of such nationally recognized examples of outstanding architecture as the National Geographic Society headquarters in Washington, D.C., and several United States embassies. Stone's firm was joined by Lee Potter Smith & Associates of Paducah, and their design of the lodge has produced comment within the architectural profession that it is "as big as all outdoors."



## 'Big As All Outdoors'

**AS BIG AS ALL OUTDOORS** aptly describes Lake Barkley Park Lodge. The openness of its design enhances enjoyment of the landscape from virtually every angle of view. The main building holds the lobby, business offices, and dining and other facilities.

The lodge complements the tall trees and the spaciousness of the area. Located on a curved promontory on the lake, it is a three-story, cross-shaped structure. Intricately joined timber columns, roof beams, and wood roof deck all soar to a height of 54 feet and blend with the timbered countryside. There is an indoor-outdoor effect, which is achieved with the huge wood pillars and beams supporting the deck, enormous fireplaces, and wall-sized windows overlooking the lake and landscape.

As one man expressed it, "From the outside there is the feeling of being inside; from the inside, a rustic impression of being outdoors."

The lodge looks out on an olympic-size swimming pool. Within the lodge complex are 124 guest rooms and nine executive cottages, but Gibson says, "we can sleep 600 persons each night." This is necessary when the Rotary and Lions International hold their conventions at the lodge as they did this year. In fact, 67 different conventions have already been held there.

"We have clean air, clean water, and the most beautiful setting anywhere," says Gibson.

The park will open an 18-hole golf course this year and has a boat marina, the swimming pool, and hiking and horse trails. According to Gibson, "People are also catching fish by the basketfuls."

He adds, "The park and lodge were good investments. We've been very, very successful."



*RESTFUL* is the word for a stay at the Lake Barkley Park Lodge. Dining and banquet rooms such as this one look out on scenes of the waterfront and wooded hills beyond.

# Container Shipping Terminal Generates 3,000 New Jobs At Oakland, California



The Port of Oakland, California, will have eight additional deepwater ship berths when development of the Seventh Street Terminal, being built with financial assistance from the Economic Development Administration, is completed this month.

Richard L. Sinnott, Deputy Assistant Secretary of Commerce for Policy Coordination, will participate in ceremonies dedicating the facilities May 19.

The container shipping terminal already is credited with the creation of 3,000 new jobs—1,000 at the 140-acre port complex and 2,000 at other locations in the Oakland area.



**SEALS THE LOAD** — A workman at the Seventh Street Marine Terminal places a seal on a loaded container. Port of Oakland officials say containerization helps reduce freight losses and handling costs.

At far right, equipment operators move containers in storage and service areas of Oakland's Seventh Street Marine Terminal.

Job figures for the project are included in a special study conducted by the Oakland Board of Port Commissioners. The board is developing the terminal in connection with Oakland's program to combat unemployment, which is disproportionately high among minority residents of the city.

Some 35 percent of the jobs created by the \$35-million port project are filled by members of minority groups, the study states.

The new workers include longshoremen, truck drivers, equipment operators, clerical personnel, and tugboat and railroad mechanics.

Minority race members received training for their new jobs at schools operated by the Pacific Maritime Association, an organization of West Coast employers and labor groups. The East Bay Skill Center also is helping to recruit and train workers for the shipping industry at the Seventh Street Terminal.

Work began on the project in 1965, and sections of the terminal were opened to shipping in 1968. William F. Knowland, editor and publisher of The Oakland Tribune, who was speaker at dedication ceremonies, said:

"The new container cargoes will create hundreds of new jobs in Oakland and mean about \$10 million annually in wages and benefits for the city."

Knowland also hailed the partnership between public agencies and private business that made the Seventh Street Terminal project possible as "the way to constructively solve some of the major problems of our times."

The Board of Port Commissioners is meeting the cost of the project with \$10,125,000 from EDA, revenue bonds, and substantial investments by shipping firms. The EDA funds include a \$6,075,000 grant and a \$4,050,000 loan.

In a letter to Peter M. Tripp, president of the Port Board of Commissioners, Governor Ronald Reagan said the dedication ceremonies for the port addition "mark significant progress in the economic development of California."

The terminal is located on a manmade peninsula extending 4,000 feet westward into San Francisco Bay from the foot of Seventh Street. It was made possible by the construction of a dike by the Bay Area Rapid Transit System.

Dirt from subway tunneling was used to create the peninsula.

The port complex has storage space for thousands of the shipping containers. Rubber-tired cranes are used to remove the 24-foot containers from trucks or rail cars and stack them three high in storage and service yards.

Container packing and unpacking operations are conducted in special areas at the Seventh Street Terminal and at other Oakland locations.

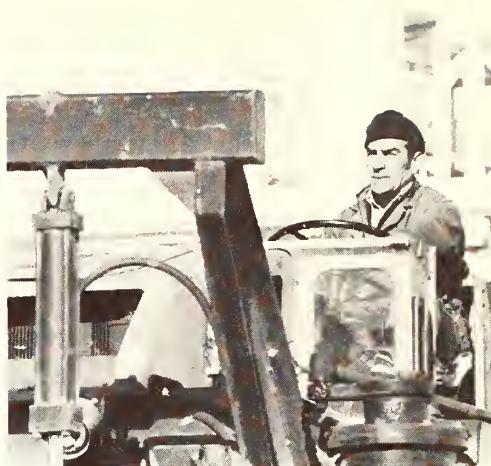
The containers, highway trailers without wheels, are moved to and from ships by special cranes. They are placed on truck trailers at dockside. Trucks haul the containers to their destinations or to railroad pickup points near the dock. The container-shipping complex includes a 16-acre terminal for unit trains.

A study of unit trains, made for the Port of Oakland, showed that about 5 days could be cut in transit time from the United States East Coast to Japan via the Port of Oakland, compared with the time required for shipments from the East Coast to Japan via the Panama Canal.

Ben E. Nutter, port executive director, said, "Seventh Street will bring Oakland international recognition as the prime center for containerized cargo on the West Coast."

"At the same time it will help the port maintain its role as Oakland's leading industry and its number-one source of employment."

Nutter estimates that as many as one in five Oakland jobs can be attributed to activities at the port.





**PRECISE MOVE** — A skilled Appalachian worker wires computer harnesses on the assembly line at Control Data Corporation's Campton, Kentucky, plant. The corporation brought nearly 150 industrial jobs to Wolfe County, which before had only 10.



**EACH ONE TEACH ONE** — This job-training technique provided the Campton plant of Control Data Corporation with a rapidly expanding, expert work force. Starting with 15 in August 1969, the firm was employing 134 persons by spring.

PHOTOS: KENTUCKY DEPARTMENT OF INFORMATION

## CONTROL DATA PLANT BOOSTS ECONOMY OF KENTUCKY TOWN

Cash registers are ringing all over Campton, Kentucky, as this Appalachian community begins to enjoy the by-products of its first industrial growth since coal.

It took a good deal of planning and patience, but the community is now feeling the effects of a whirlwind courtship by town leaders of the Control Data Corporation. An industrial park, furnished with water and sewer facilities in 1967 through a \$298,200 public works grant from EDA, helped this courtship succeed.

So did the readiness of Mayor Herman Hull and other local officials to drop whatever they were doing, sit down with visiting industry site agents from Control Data and the Kentucky State Department of Commerce, and find out what the firm needed.

A local auto dealership, which had planned to move into a new building in

the industrial park, stepped aside to smooth the way for Control Data.

Even before the new building was equipped, the town was recruiting potential trainees.

By spring 1970, Control Data had 134 employees making electronic wire harnesses for the company's printers, which are assembled in Rochester, Michigan. This is a striking increase over the number employed when the only industry in Wolfe County consisted of two sawmills and one charcoal plant with a total payroll of 10. The new plant expects to have a half-million-dollar payroll.

Company Vice President Ralph Ketchum has high praise for the caliber of the Campton employees.

"The high quality of the work produced here will help us to be more competitive, and you will share in this reward through more jobs for more people," he told Mayor Hull.

Whirlwind is the word for the way it all happened (an earlier account appeared in the December 1969 issue of *ECONOMIC DEVELOPMENT*). The company announced its decision in June 1969. The building was ready by August, and the payroll was up to 65 by the end of September.

Before Control Data came to Campton, Wolfe County had a median family income of \$1,455—only one-fourth of the national average—at the time of the 1960 census, and its outmigration for the preceding decade was over 32 percent.

Control Data was so impressed with its reception at Campton that it has established a second plant in Radcliff, 150 miles away. In time, the Campton plant is expected to make all the electronic wiring harnesses for the company's printers.

# TOWN OF BREAUX BRIDGE IMPROVES PUBLIC FACILITIES TO ENHANCE ECONOMY

In May, 1968, Breaux Bridge received an EDA grant of \$255,000 to provide, on a matching-fund basis, improved water and sewer facilities for this incorporated St. Martin Parish town. It, in effect, received much more—an opportunity to grow economically. And it has.

In the standard scope-and-profile prepared for this growing community, it was indicated at the time of application for the grant that a substantial increase in jobs would be the outcome of the improvements, almost directly. These jobs have materialized, and others have developed which were not specifically anticipated at the time of the application. The economy has taken an appreciable jump forward. Other prospective developments point to a bright economic future for the community of approximately 5,081 residents.

Prior to the public-works improvements, one of Breaux Bridge's prime industries, Wanda Petroleum, employed slightly less than 100 employees. At the time of the scope-and-profile and resultant application work, the industry indicated to EEDD that the completion of this work would enable them to gradually increase employment by at least 66 jobs. The industry has bettered this forecast and already has 169 St. Martin Parish residents on its payroll. This one increase in employment would, in itself, justify the Federal and Local expenditure and efforts to obtain the improvements. But

the expansion scene does not stop with this industry.

The Gary Memorial Hospital—a thirty-bed unit—has been in operation since September of 1969 and is also served by this public works project. The hospital employs thirty-one persons full-time and four persons part-time with a total estimated annual payroll of \$150,000. The employment, combined with the large industrial employment and payroll, brings the total increase in employment made possible by the public-works improvements to almost 100 jobs. This increase, when viewed against the background of the total population and physical size of the community, represents a substantial change in the economy and gains in significance.

The jump in population of this St. Martin town—only ten miles removed from the City of Lafayette—has more than justified the expenditure: since 1960 (as shown in a special census completed in June, 1969), the population has increased from 3,303 to 5,081. The town is on the move, and growing both as a residential commuters' community and as an expanding economic star in the district economy in its own right.

On January 15, 1970, the town increased its corporate limits from 1.03 square miles to 2.50 square miles—by annexing 2.47 square miles of land which otherwise (without the project) could not have been annexed.

Besides the long-range economic planning and day-to-day benefits, there is the lag-niappe of anticipated reduction of fire insurance rates in keeping with the improved safety posture the community now enjoys as a result of having more modern water facilities. Officials are confident of a reduction of the "7" rating which the community now has to one of at least "6", which will bring about a community-wide reduction of insurance rates for both residences and businesses.

"These funds from the Economic Development Administration have enabled the Town of Breaux Bridge to enjoy substantial benefits—mostly in the increased jobs which have taken place over the past few months," the Mayor of Breaux Bridge, the Honorable Fred Mills, said. "The Wanda Petroleum employment increase and the services now provided by the hospital are some of the more important of these. But we look forward to others. This grant, in terms of long-range economic planning, enables us to consider industrial prospect packages which we heretofore simply could not consider. Now it is not only possible but probable—and in the next few years."

*Reprinted from February 1970 issue of TALK ABOUT . . . ACADIANA, published by the Evangeline Economic Development District (Louisiana).*



**INNER-CITY INVOLVEMENT—**  
Secretary of Commerce Maurice H. Stans signs formal papers for Economic Development Administration assistance for construction of the Harambee Hotel in the District of Columbia.  
From left to right: Edward Murphy, president of Murph's Hotel Corporation, which will operate the new hotel; Robert A. Podesta, Assistant Secretary of Commerce for Economic Development; Stans; and Arnold T. Jones, executive director of Peoples Involvement Corporation.



Aerial View of Homer Spit with Small Boat Harbor near End. Idle Oil Drilling Rig is at right of Harbor

## Homer - 'Where the Trail Ends . . .'

By MAUREEN J. LUND

"Where the Trail Ends and the Sea Begins," as the city Chamber of Commerce brochures describe it, is an old Alaskan community which stretches along a beach and runs into the sloping hills behind. Part of the town spreads out onto a spit. The Homer Spit is one of the world's largest narrow strips of land of this type extending from a shore. Water transportation, which ties into Homer's diverse economic character, is the key to its economic development. There is currently no rail service to the area but the city is on the state's marine and land highway system. If a ferry terminal were ever installed across the Cook Inlet and a road extended inland, (and there has been some talk toward that end) Homer would be connected to the Bristol Bay area.

*This article, reprinted with permission from the November 1970 issue of Alaska Industry, tells how Homer, Alaska, with a population of scarcely 2,000, is building a diverse economy suited to its resources and needs.*

The broad range of categories which affect the economy include fishing, shipping, agriculture, timber, tourism, petroleum, construction, community service, and government agencies.

Due to the importance of this deep water harbor lying off Homer, one of the biggest boons to the city's economy seems to be the dock extension and new pier to provide needed anchorage for larger vessels. The completed extension will mean the U.S. Coast Guard cutter, "Ironwood," has a permanent berth even with the ferry, "Tustumena," docked full length.

The expanded dock facilities will be 50 per cent financed by a federal grant in the amount of \$213,000. The rest will be made up by a \$90,000 state contribution and an Economic Develop-

ment Administration loan in the amount of \$123,000. A special election held July 28 approved the \$123,000 in revenue bonds. These bonds are to be secured by a first lien on net revenue derived from the Homer port operations.

The small boat harbor enclosed in the spit area always has a berth waiting list. It was first built in the early 1960s and has been rebuilt and extended since the earthquake of 1964. It was servicing 350 boats (including transient traffic). The latest extension this summer extends this to include another 181 boats.

Other transportation improvements in the area will include road projects to be completed in the early 1970s. These will provide for improvements of the main street, an extension of the Sterling Highway; extension of the Homer East Road out to the Fritz Creek area; and paving of the dusty road leading out to the important spit area. The spit road is scheduled to be paved by this fall as is the new runway extension at the state-operated airport. The latter will be widened and extended to 7,500 feet from 5,000 feet.

The city of Homer opened bids for an entire new sewer system in September. The project has been estimated to cost some \$1,012,000. A Farmers Home Administrations grant of \$424,400 and city general obligation bonds not to exceed \$600,000 are sources of funds. Also, the Federal Water Quality Administration has awarded a grant of \$45,000 toward the cost of the two-cell aerated water sewerage plant which is estimated to cost \$170,000.

In 1968 the population of the metropolitan area was 3,000 and 1,300 within the city limits, according to the "Standard Industrial Survey" of the state Department of Economic Development, Industrial Development Division. The population projections for this year are 3,245 in the metropolitan area and 1,985 within city limits. Homer was incorporated in 1964.

When flying over the area, it is difficult to distinguish a town amongst the heavy growth of trees and other lush natural growth. A scant group of "downtown" buildings run along a small section on each side of the Sterling

Highway. A number of new buildings are evident in the area, such as the new state Highway Department complex and the Homer Electric Association building across the street. The Homer Electric Association has a significant impact on the economy in terms of employment and ability to supply power.

State agencies in the area include the Department of Fish and Game, Department of Highways, and the deputy magistrate's office for the lower Kenai Peninsula with the federal government evident in the U.S. Department of Agriculture's extension service and Soil Conservation Service, and the Federal Aviation Agency.

The city's "industrial" section is out on the end of Homer Spit, which reaches out into the deep harbor. It is busy with ferry, Coast Guard cutter, fishing boats and pleasure craft traffic. In summer, the charter boats, sailing vessels and other pleasure craft fill Kachemak Bay. Two large industrial operations active on the Spit involving the ocean are Alaskan Seafood Inc. and Kachemak Marine Inc.

Alaskan Seafood Inc. is a year around fish freezing, canning operation. The firm handles three kinds of crab (king, dungeness, tanner), salmon, halibut, shrimp, herring roe and herring for bait. Some 78 fishing boats, from small skiffs to big skows, come into the Alaskan Seafood cannery. The growth of this operation is indicated in the number of employees which jumped from 32 in mid-June of 1969 to 104 in mid-June of 1970. The cannery is currently under pressure from government agencies to deal with dumping of fish waste and the firm is attempting to get a fish meal plant started which would tie in with the budding agriculture industry.

Another marine-related industry is Kachemak Marine's boat-building endeavor. The company started building wood boats on Beluga Lake in the fall of 1965. This went on for two years until the company built a shop on the Homer Spit. In the first four years, Kachemak Marine built ten boats ranging from 32' to 38' in length, a few smaller boats and did boat repairs. The boat-builders on the spit are now doing fiber glass work. From the beginning of

1970 to late this summer, they had produced four fiber glass boat models (18', 28', 36', 42') and a house mold and flying bridge mold for the 42' size. Glass house molds for the other sizes are planned for the near future. Until then, wooden cabins are being glassed over on the 18', 28', and 36' sizes. Boats built as of June, 1970, included two 42', six 36', and one 28' wooden boat along with rebuilding of a cabin, damaged by fire, for a 45' boat. Kachemak Marine's owner, George Hamm, notes that at the height of the boat-building season in Homer, which is in the winter, employs number about 30.

The agriculture industry, in its beginning stages in the area, is tied in economically with the spit in that it could use fish meal produced; and, the only lime crushing plant in Alaska is located on the spit. Ground limestone from Seldovia, across the bay, is barged to the spit for milling. As pointed out by Art Hawk, head of the Homer Chamber of Commerce and a U.S. Department of Agriculture (USDA) representative at Homer, the soils in general on the Kenai Peninsula are acidic and the agricultural lime gets it near to neutral. Homer Lime Inc. started in the fall of 1968. It is a non-profit corporation under the state statutes. Similar to a co-op, it is comprised of 25 members. The corporation uses surplus equipment from USDA programs and is Farmers Home Administration financed. The city of Homer supplies the plant for \$1.00 a year. The operation produces from 200 to 500 tons a year in an attempt to develop demand to the extent where private enterprise could establish a plant. It has been estimated that somewhere between 900 to 12,000 tons a year would make such a venture commercially feasible. The Peninsula farmers had been importing the lime at about \$75 per ton. The lime plant on the spit makes it available at \$25 a ton and with the USDA cost share program, the cost to the individual farmer can be brought down to \$12 a ton. With use of agricultural lime less fertilizer is necessary to produce the same results. Hawk notes about farming in the Homer area that the amount of

Continued on next page

land being produced on a small scale this year has not been seen in the last eight years.

The two major areas of interest in these beginning stages of the modern era of the agriculture industry there are vegetable production and beef cattle. There are about four hundred head in the area among the eight producers of beef cattle with interest in expansion. With the Wholesome Meat Act going into effect, the area desperately needs a new slaughterhouse to pass rigid government regulations. The agriculture interests on the lower peninsula would also like to see a fish meal plant nearby for stock feed and fertilizer products.

As to progress in vegetable growing, there is reportedly a buyer in Kenai who hopes to be getting 250 cases of lettuce a week from the area. Some two or three growers are now producing lettuce. The Kenai distributor has also apparently indicated he could use all kinds of Homer-produced vegetables in amounts with an estimated value of \$160,000 per year — a total retail value figure. Lettuce and potatoes seem to be the initial interest of the growers. At least two large vegetable growing ventures are reported in the making.

Government agriculture agencies in the area have benefitted Homer in another way. The city of Homer contracted with the Soil Conservation Service for a soil survey and topographic

survey. It is believed by the Soil Conservation Service representative there that Homer is the only city in the state of Alaska with such an intensive soil survey project completed. It will be useful in adequate planning of road and other building work as well as drainage problems. A drainage survey, by the SCS as research in connection with their advisory function and therefore at no cost to the city, began this summer. Drainage is a problem for the area and the survey is expected to initiate an effective drainage control plan.

Mother nature's crop of timber around Homer has not served to bring in a large timber industry. The largest operation is across the bay from Homer

Continued on next page

## Mayor Hazel Heath Advocates Involvement

A bright, charming little lady is mayor of Homer on Kachemak Bay. Besides her numerous civic duties, Mayor Hazel Heath is in real estate, owns her own trailer park (blithely named the Bearfoot Trailer Park), and is an arts and crafts connoisseur. After a busy day at the office, she relaxes with creative endeavors, one of which is making jewelry fashioned from Alaskan King crab teeth, each of which is selected and individually pulled by her helpers who descend, with pliers in hand, upon the crab boats with their return to port.



Mrs. Heath

Mrs. Heath, a young 60 years of age, has found that to make life count — to make it add up instead of subtract as each year passes — one must become involved with community, with people, and with special interests.

The lady mayor of Homer, who was widowed in 1964, first came to Alaska from Seattle during World War II. Her husband was employed by the Army Corps of Engineers and she followed

him here where she worked briefly with Alaska Airlines and then Alaskan Fire Control Service. They saw the end of the war while living at Northway. The couple were going back to Seattle. But, before they did, they took a trip which became a turning point in their lives. They visited a friend in Homer to launch out on a hunting trip. The Heaths spent six weeks on Kodiak Island and decided not to go back to Seattle.

Eager to go into business, Mrs. Heath hit upon the idea of selling wild berry products, which turned out to be the successful operation now known as Alaska Wild Berry Products. Her husband operated a combined restaurant-guest cabins business. The berry shop/plant complex was sold in 1960. Between 1960 and 1967, Mrs. Heath went back and forth between the "south 48" states and Alaska, traveling the water and Alaska Highway many times.

By 1968, she had reached a final decision and came back in early March that year to get roots and become involved. She was elected treasurer of the Homer Society of Natural History of which she has been a part ever since. The new museum which sits in a clear-

ing on a side road off the main thoroughfare has a gift shop and also serves as a senior citizens' meeting/recreation center. Also, she joined the Emblem Club (of which she is still a member); and the Chamber of Commerce, of which she became a member of the Tourist Committee. She also sat on the Chamber board of directors then and continues to do so.

All of this apparently left her with some unwanted spare time so in the fall of 1968 she ran for mayor against a male opponent and came out the winner. Almost immediately this brought her in touch with several other distinguished and influential positions. As mayor she became a member of the Homer Planning Commission, a group which she feels has a key responsibility in dealing with any growth problems of the community. Later, she was appointed by the borough government to the Kenai Peninsula Economic Development District Board of which she is still a member. She is also secretary of the Alaska Municipal League and in the past year was elected to that body's statewide board. The Alaska mayors have formed an Alaska Conference of Mayors and Mrs. Heath is secretary/treasurer of this organization.

at Jakolof Bay. There, a South-Central Timber Development Inc. mill is visited regularly by ships to be loaded with timber products for Japan. Three commercial mills operate on a small scale in the Homer area, mainly supplying local needs. There is also one supplier of round logs, cut from private property and sold to South-Central Timber; and a few other logging operations on private property. None, however, seem to be on any large scale in the immediate vicinity of Homer.

One large potential industry for Homer is one which is viewed with mixed emotions by Homer residents — petroleum. This attitude can best be attributed to two things: 1. the dependency on fishing for a stable, forever type of economic block, and 2. love of serene, fresh outdoors of the area — a water sports playground for Alaskans and tourists. However, there is not generally violent, unmoving protest against petroleum development in lower Cook Inlet. As the city's lady mayor, Hazel Heath, explained it, a comprehensive plan has been drawn up by the city to prepare for the inevitable. Lower Cook Inlet is estimated to have rich petroleum potential and the primary obstacle to its development is litigation involving state vs. federal jurisdiction of lower Cook Inlet. Mrs. Heath said the city hopes to fully implement their plan, mainly the responsibility of the Homer Planning Commission, for orderly growth before the economy starts to grow at a rapid rate. The economy is now estimated to be growing at a steady, workable annual rate. City "fathers" express fear of a short-lived "boom" town and hope to channel the immediate benefits of petroleum development into long-range stability; and, in the meantime, not lose sight of the importance of the other industries which provide a diverse economic base.

Tourism is another significant economic factor to Homer. The town is 227 highway miles from Anchorage, connected by paved highway. Wien Consolidated Airlines is currently serving the area and Homer is part of the marine highway system. Guests can stay at one of the city's eight travelers' accommodations or in the camp areas. Many visitors camp out on the spit

although there is a camper park in inland Homer.

Alaska Wild Berry Products is a large, tourist-oriented and mail order gift package business. Their products reach the far corners of the globe via a mail order system. Even with the large volume of business, the owners are keeping production on a home type basis with four and five cup batches. The wild berries must be treated with special care as they are not grown under controlled conditions. A tour of the premises and demonstrations are given visitors. Records kept at the shop show that some 20,000 tourists passed through the store and plant of Alaska Wild Berry Products last season. Most of the berry picking, done in the Homer area, is by volunteers. The firm buys by the pound at up to 50 cents a pound with an estimated five to seven tons of berries and a couple of tons of rhubarb obtained per season in that manner. The gift shop of Alaska Wild Berry Products is done in a maritime motif in keeping with the tourists' interest in beachcombing, fishing (fresh and salt water), boating and other water sports. A sailing regatta and fishing derby are two annual summer events. Several air charter and boat charter services are available out of Homer. The countryside around Homer is a hiker's paradise. Clamming is also a popular pastime; and clambakes are familiar sights on Homer beaches.

The attractions of the Kachemak Bay area seems to have enabled the city's nine-bed hospital and health center to have specialists associated with its staff of one physician, one dentist and a public health nurse. According to one citizen, the specialists come to Homer when they can get away from their regular practice and their services are needed in Homer. In many respects Homer has become a haven for quite a distinguished citizenry. Another banner slogan associated with Homer is, "Where People Like to Live." For instance, a retired Coast Guard officer runs a charter boat service in the summer and drives a school bus in the winter; two brothers, one a mining geologist and the other a biologist, have taken up commercial fishing as a way of making a living; one gentleman with a master's degree in education does odd jobs in the

building trade. A famous Russian colony, which has been traveling around the world looking for a place to settle, has reportedly made the Homer area its home, doing farming and fishing. Hidden in the hills outside of Homer is one of the Wynn's family (of Wynn's friction proofing oil) homes. There is one isolated operation going on at an old Army site on top of a hill outside of town. It is believed to be a research project on Aurora Borealis by a group from the Stanford Research Institute. As David Nixon, Homer port manager and one-time owner of a Homer sporting goods store, put it, "Homer is a bunch of individuals able to be ourselves."

The Homer Spit was once covered with trees and other natural growth. Early inhabitants did a little subsistence farming, fishing and just generally living off the land. Gold, coal and the railroad were a part of its history — in the late 1800s and early 1900s. What is said to be the first railroad in Alaska was built in the 1890s from a beach coal mine to the end of the spit. The town is supposed to be named after Homer Pennoch, the head of a Homer headquartered gold mining company. The coal mine, the gold operation and the railroad all ended for Homer after about 20 years of existence but residents stayed and the population has continued to maintain itself by imaginative approaches to economic survival.

One old timer has reportedly stated, "Homer, in general, has never gone all out to promote its growth or improve its economy. The population has been conservative to match the level of the economy. Homer grows by perpetual motion and not by concerted efforts."

The spirit in which Homerites conduct their lives within their economic framework has been described by Leo Rhode, long-time employe and staff assistant with the Homer Electric Association Inc., as, "The Henry David Thoreau philosophy is much in the heart of the newcomer as it was in the early settlers of the community. This common interest is prevalent today, a life partially bare of creature comforts but rich in contemplation of the wonders of nature and the ways of man."



# CENTRAL CALIFORNIA COMMUNITY BENEFITS QUICKLY FROM EDA AID

The City of Visalia, in central California, prides itself as the "Gateway to the Sequoias" because of its nearness to the famed Sequoia National Forest and Sequoia National Park.

In the past few months, however, the Tulare County community has achieved a new source of pride: completion of a public works construction project, which has led to 160 immediate new job opportunities for area residents and the promise of more jobs from prospective tenants of a new industrial park.

Last June the city began work extending a sewer line to the Tulare County Industrial Park site with the help of a \$172,500 EDA public works grant. Visalia matched the grant.

In December 1969, the project was completed and Visalia already could point to the new jobs. The jobs came from two firms outside the park that tied into the new sewer line.

The American Yearbook Company, whose employment rose from 225 to 325 employees with a plant expansion following the tie-in, plans another expansion in 1971. Visalia officials state that the Prestolite Company plant employing 60 persons would not have been built in their area had the sewer facilities not been available.

At the industrial park, one tenant began operations in February. Two other firms planned construction of their plants early this year.



**SPUR TO GROWTH**—This Tulare County Industrial Park plant nears completion with the laying of spur track and siding. The firm's employment is expected to increase

In the section of the industrial park now prepared for use, 120 of 140 acres are sold or are under option. The park's developer, a nonprofit company affiliated with the Visalia Chamber of Commerce, plans to begin improving 160 additional acres around the middle of the year.

Tulare County's fortunes traditionally have been tied to its agricultural economic base. (Historically the area has been second in the value of agricultural products among U.S. counties.) But mechanization has reduced even the seasonal farm employment.

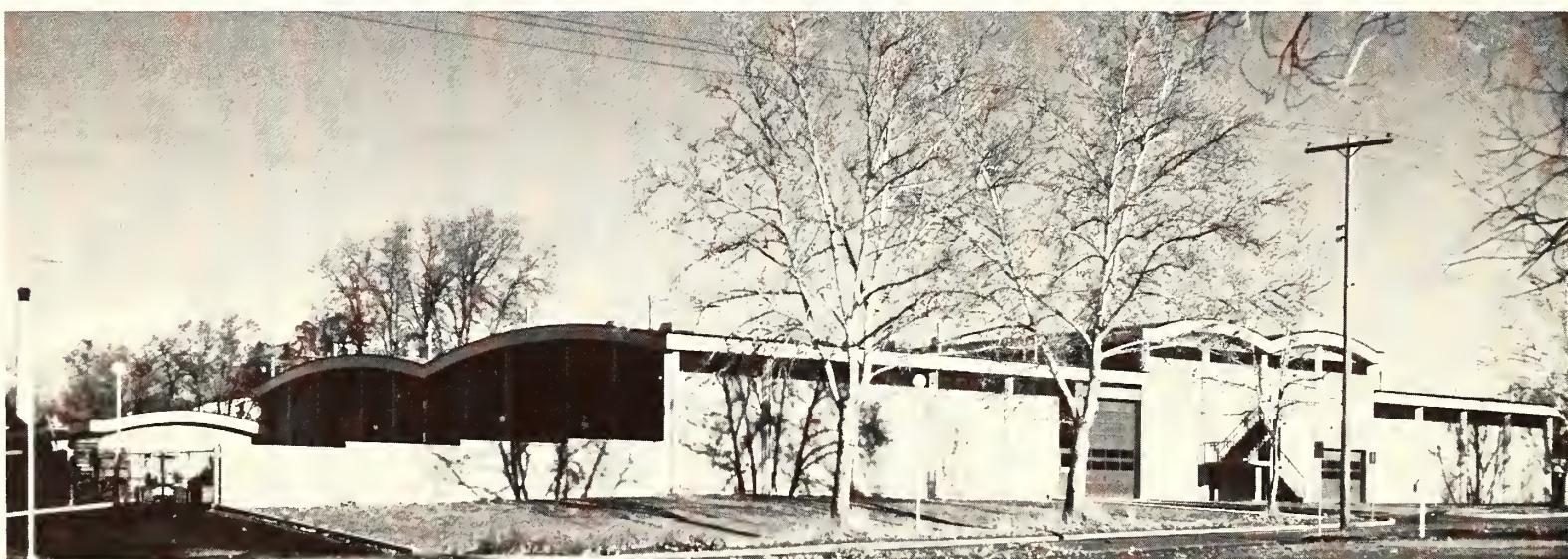
In 1968 Tulare was experiencing a 6.4-percent unemployment rate, compared with the 3.6-percent national average.

from 35 to 100 employees within a year. Approximately 85 percent of the newly developed park is committed to tenants or under option.

age. The last census revealed the county's median family income as \$4,815. The national average was \$5,660. Local officials were particularly troubled because approximately 30 percent of the families there earned less than \$3,000 a year.

Both city and county leaders and other citizens have been striving for positive economic impact—notably industrial development—to provide permanent, full-time jobs.

William C. Clark, Visalia Director of Public Works, recently wrote to EDA, ". . . it is already apparent that this single public works project will have the greatest economic impact of any project involving this City of Visalia."



**VOCATIONAL-TECHNICAL SCHOOL**—A \$750,000 grant from the Economic Development Administration was a major factor in development of a \$1.5-million vocational-technical training center to serve students in the Lewiston, Idaho, area and the Nez Perce Indian Reservation. School officials say the center will provide counseling, work-study programs, and financial aid to encourage the unemployed and unskilled to enroll in job-training classes. The center, located in the Clearwater Economic Development District, will help prepare area residents for jobs anticipated in connection with commercial and industrial growth. The curriculum will range from special one-week courses to two-year training programs.



THE NEW—A scale model of the National Children's Center which will offer an expanded program for the handicapped and train young adults for child-care professions.

## Expansion To Be Reality For Nat'l Children Center

A grant of \$1.9 million made this month by Commerce's Economic Development Administration will make possible a complete transformation of the National Children's Center, a non-profit organization founded in 1958 in Washington, D.C.

The EDA grant will cover half the cost of an extensive new construction program for the Center. The remainder of the \$3.8 million cost will be provided by the Center from donations by private sources, including foundations and private contributions.

The Center is a two-facility operation devoted to caring for mentally-retarded children and to training unskilled and unemployed young adults in basic child care.

All of the activities of the Center are to be enlarged and improved under the projected expansion plan. The 132 children and young adults now cared for will be increased to 262. The Center's administrative and training staff of 90 persons will be increased to 198. New and enlarged programs

will be added to qualify the mentally handicapped for job training and eventual employment in productive work.

The Center will train 80 persons a year as child-care specialists instead of the small number now trained. When their training is completed, the young people will be available for employment in child-care centers and in other institutions in the Washington area serving the mentally handicapped.

### Meets varied needs

In announcing the grant at a ceremony at the Commerce Department, Secretary Stans said that the EDA, through the efforts of Assistant Secretary Robert A. Podesta, "has worked out what we consider to be an outstanding example of how a Federal agency can develop a specific project to satisfy the need for new job opportunities and at the same time meet a social objective."

"There is," Stans said, "a significant, growing demand for child-care personnel in the Washington

metropolitan area, and the National Children's Center will supply trained workers to meet this demand.

"At the same time, the training programs conducted at the Center will provide a new challenge to the young people from the inner city and help many of them launch meaningful careers."

He added that the training programs will include supervised work experience to help assure success for the trainees.

Under the projected construction plan, the Center's intensely cramped quarters, consisting mainly of a one-story masonry building with about 8,400 square feet of floor space, will be replaced by a complex of five buildings containing 103,000 square feet of floor space. The buildings will contain an area for babies, an educational and training unit, a gymnasium and swimming pool facility, administrative, research and medical quarters, and apartments for the mentally handicapped children and young adults living at the Center.

Dr. Erwin Friedman, Director of the Center, said that about 85 of the mentally handicapped who will receive training under the expanded program will be housed in the Center and that the others will come in for day care. He added that about 40 of the children will be of pre-school age, and 40 to 50 will be young adults, less than half of whom will be bused in from institutions for intensive training.

New programs to be established at the Center, he added, include one for blind children, many of whom have other problems, and one for babies ranging up to the age of four. The Center expects to care for about 20 blind children.

Explaining that the present quarters scarcely provide space for himself, and that other workers at the Center have to "play musical chairs" to carry out their tasks, he said: "The enlarged Center will give a complete new meaning to the life of the place." —EDA

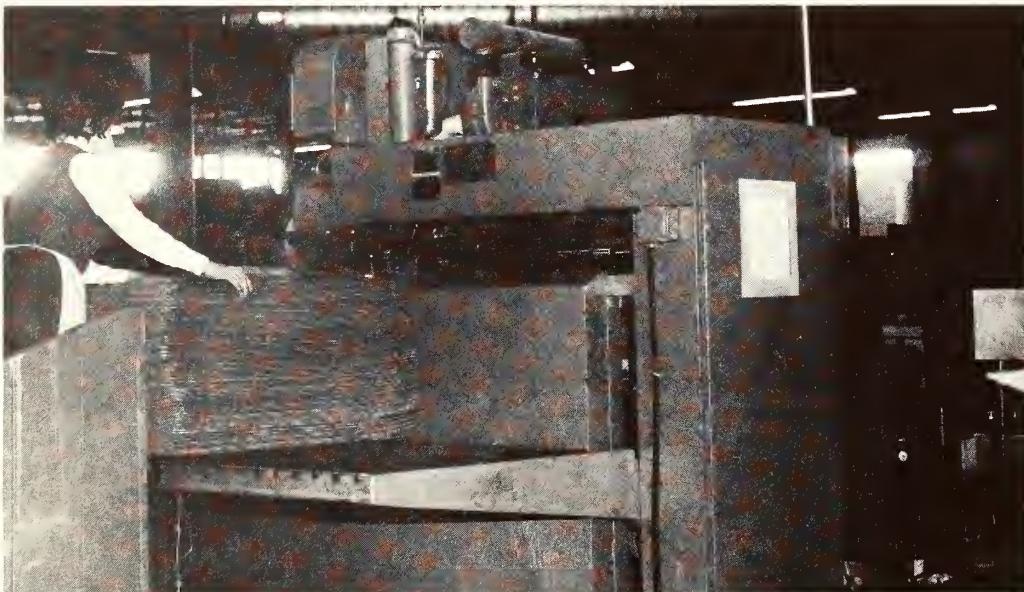
# EDA-Assisted Newark Plant Draws Workers From Inner City

In operation since January of this year, the Linerboard Corporation of America plant of Newark, New Jersey, already is employing 45. Nearly 90 percent of the work force is from among Newark's inner-city minority groups.

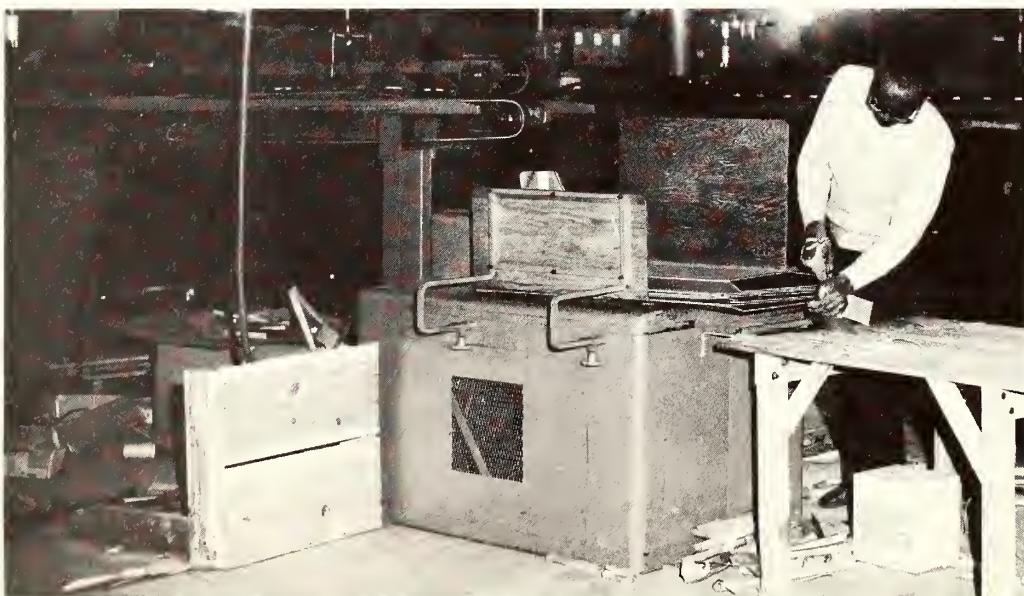
Linerboard obtained a \$1,495,000 business development loan from EDA in December 1968. Milton E. Wolfson, president, and J. Anton Schiffenhaus, vice president, have seen to it that the firm more than met its commitment to hire from among Newark's estimated 12 percent inner-city unemployed.

From a crew of three in January, Linerboard had some 40 employees by the end of March and was shipping from 18 to 30 truckloads of baled, ready-to-use corrugated boxes a week to customers within a 125-mile radius. Orders held firm, growth continued, and by May the firm had 45 employees.

Linerboard originally expected to employ 132 by the end of the 3rd year. At the current rate of growth, it would appear that employment will reach this figure considerably sooner.



*THE BOARD BECOMES A BOX*—Corrugated cardboard fed by Carmen Aponte into Linerboard Corporation's semiautomatic taping machine has been printed, precut, and had three corners creased—but it is still just cardboard. . . .



. . . When it comes out on Wilbert Massenburg's end, the fourth corner has been taped, and the box-to-be is ready to be knocked into shape by the user. Massenburg trues up the stacks of boxes and bundles them for shipment.



**TRIMMER**—Pedro Mustelier, on the delivery end of a CL diecutter, takes trimmed corrugated cardboard and stacks it for pickup by forklift. Minority groups make up nearly 90 percent of the Linerboard plant work force.

Photos: Courtesy Linerboard Corp.

**STRAPPED, STACKED . . . AND AWAY**—Jose Chavez, left, piles bound bundles of boxes on a pallet while Eugene Groomes comes along with his forklift to carry them away. Linerboard ships about 30 truckloads a week from its 6-month-old plant in Newark, New Jersey.



**WASTE, BUT NOT WASTED**—Eugene Groomes' forklift also handles baled waste from the linerboard plant's machine operations. The waste is later sold for recycling.



In Connecticut, the Norwich Industrial Park is often referred to as a "modern miracle." What was previously idle land now provides work for 750 persons and has helped the city to retain some of its industry while allowing for a diversification of its economy.

In the few years that the park has been completed, industry has shown sufficient interest to warrant an expanded development.

Like many similar projects around the country, the Norwich Industrial Park was built in partnership with the Economic Development Administration under EDA's programs of grants to prepare the land for construction, and business development loans to begin work on the structures.

The history of the park dates back to the gradual departure of the textile mills from the Nation's Northeast, depriving the city of a historic mainstay of employment. Skilled workmen looked in vain for new jobs or migrated to other metropolitan centers.

During a meeting in 1965 between municipal and business leaders and the Connecticut Development Commission, the Norwich Community Development Corporation was formed. Soon thereafter, EDA designated the city as eligible for assistance.

By the end of 1965, the corporation had obtained 117 acres in the Yantic section of town for development as an industrial park. Within 4 months, the land had been appropriately rezoned and final plans completed.

## EDA Helps Create Diverse Jobs In Connecticut Industrial Park

In May 1966, EDA announced a \$204,500 grant, and the State Development Commission, a \$162,750 loan, to the corporation—and the project was on its way.

Since then it has grown so fast that EDA approved a \$909,000 grant in May 1971 for a 180-acre expansion to continue the forward pace of the park's development.

The men who have participated in the project view it as a "classic example of cooperation between government and private enterprise." They say it has re-

claimed a once vital section of the State from the disaster of the departed textile mills.

"Not only has the park helped stem the rising tide of unemployment and given a boost to the area's general economy," said Mark Feinberg, managing director of the Connecticut Development Commission, "but it has made a growth center of Norwich and infused residents with a renewed spirit of self-respect and optimism that just won't quit."

"Today the signs of renewal and expansion are everywhere."



*ORIGINAL TENANT—The John Meyer Division of W. R. Grace and Company was the first tenant in the Norwich Industrial Park. Its operation had been split between several buildings in the Connecticut city before consolidation at the park site.*

**ROLLING IT UP**—Karl Nadolny, left, and Calvin Harris roll up a bolt of paint roller fabric at the Borg Textiles plant in the Norwich Industrial Park. When fully rolled, the bolt will be weighed and crated for shipment.

In Norwich, one civic leader says this: "The industrial park has made us a new community. We were hit hard when the textile firms left and nothing came in to replace them. We needed help. But now the outstretched palm has been replaced by a handshake. The industrial park has been a tremendous morale booster. We're convinced we can take on any problem and come up smiling."

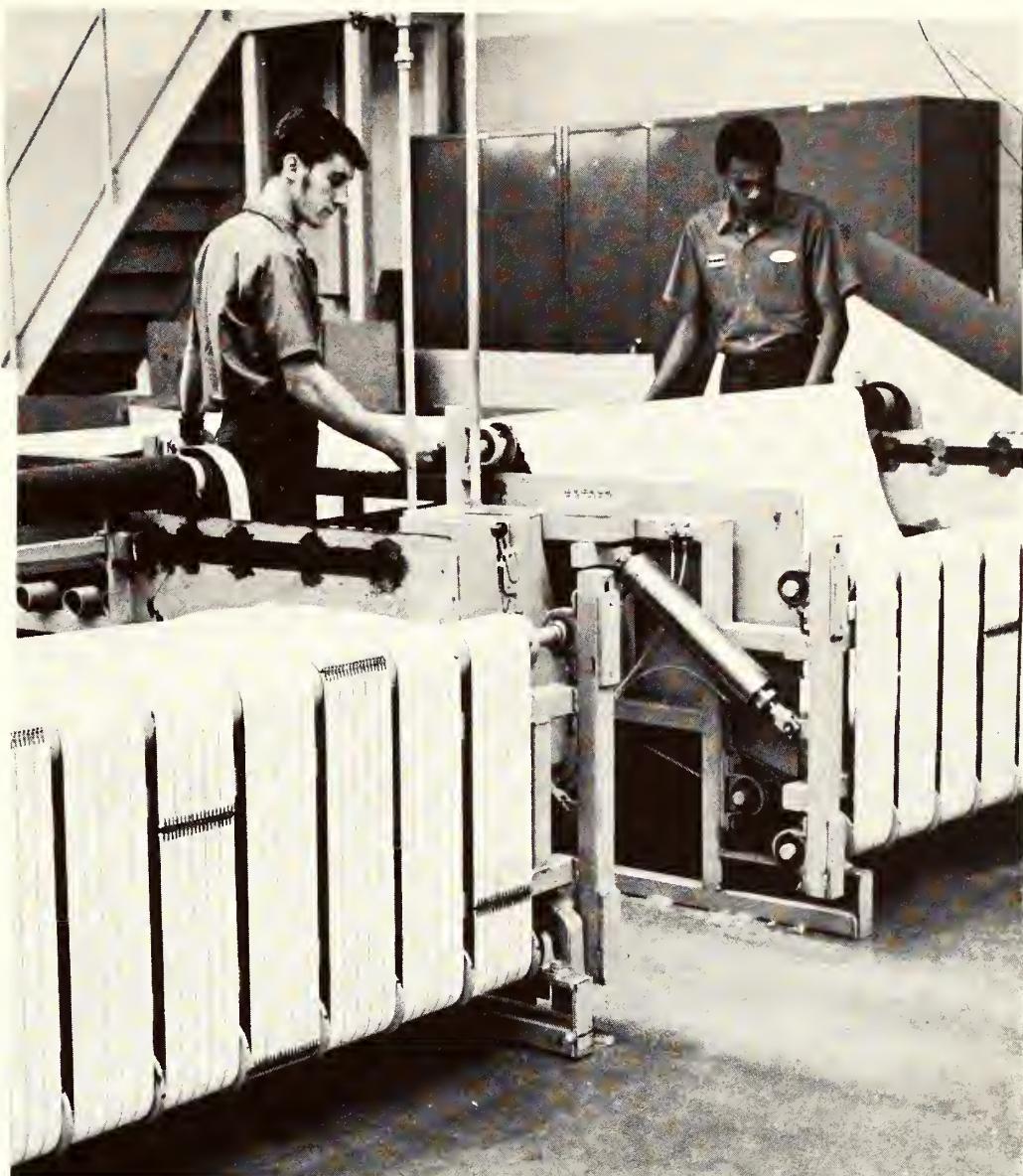
Significantly, the first tenant of the new venture was a Norwich firm with an old and pressing problem. John Meyer, a nationally known manufacturer of women's apparel, had been forced to operate in seven locations around the city for a number of years. The park offered a solution to the need for consolidation.

Today, John Meyer, now a division of W.R. Grace and Company, employs 350 in its 160,000-square-foot plant.

While providing the means to retain this industry, the park also served as a principal tool to attract other types of industry, thus broadening the base of manufacturing employment for Norwich.

Besides textile manufacturing, there are now industries producing or scheduled to begin production of molded rubber products and business forms.

Another major park tenant is Borg Textiles, a division of Bunker-Ramo Corporation, manufacturers of deep-pile fabrics for industry. This company is the fourth member of the Bunker-Ramo family in Connecticut. Others include the Amphenol RF Division at Danbury, and the Nasdaq Data Center and the Business and Industry Division, both in Trumbull.



Borg Textiles' 63,500-square-foot plant currently has about 40 employees.

EDA and the State Development Commission again activated their loan programs for the park's third major tenant, the Ohio Rubber Company, a division of Eagle Picher Industries. The Norwich plant was constructed with the aid of an \$883,000 EDA business development loan to the Norwich Community Development Corporation and will be known as the OrcoMatic Division producing precision-molded rubber products.

The 16,000-square-foot building will employ about 90 persons when fully operational. Ohio Rubber will lease the plant from the development corporation.

Current park residents also include Advance Systems Techniques, Inc., a data-processing service leasing 1,500 square feet of a building owned by the development corporation, and the architectural studios of Richard Sharpe.

A sixth tenant, Duplex Products Inc., has purchased land for a plant in the park. In May 1970, EDA announced approval of a loan for nearly \$1 million to help construct a 60,000-square-foot facility for the company, a manufacturer of business forms.

Again, the loan was to the development corporation, which will construct the plant and lease it to Duplex.

The company has projected an initial employment of about 120.

With the completion of the Duplex plant, the park will have nearly exhausted the acreage in the initial development and the second stage will be under way for additional firms. One tenant has already been signed for the extension. It is the Central Shoe Manufacturing Company of Norwich, which has announced it will construct a 40,000-square-foot plant in the area, to employ 250 persons.

# Mine Converted to Mushroom Farm Makes New Jobs for Kentuckians



**HARVEST TIME**—Deft fingers can pull 8 to 12 9-pound baskets of mushrooms a day. About 100 pounds makes a good daily average for an experienced worker.

Some 200 feet below the surface of Carter County, Kentucky, in dark chambers illuminated solely by the glow of miners' lamps, workers are harvesting a crop that is providing new jobs and income for the unemployed of this economically underdeveloped area.

The crop is mushrooms—the place, an abandoned limestone mine at Lawton, converted to the culture of mushrooms with the aid of a \$376,000 business development loan from the Economic Development Administration.

In the mid-1960's, a firm of eastern mushroom growers and canners, serving an expanding regional market, commenced seeking a fresh domestic source of mushrooms for its canning operation. National population growth, a rise in personal incomes, and above all, the increasing appeal of mushrooms to the American taste, pointed to a continuing and heightened demand for this table delicacy.

The search led to Carter County (1970 pop. 19,850), finally centering on Lawton, a small, unincorporated community on State Route 174, located about 3 miles south of Olive Hill.

Limestone underlies much of the Lawton area. The church on the main road, one of Lawton's few substantial buildings (the resident population is several score persons at most), is built, naturally enough, of limestone.

The limestone mine at Lawton, which was no longer being quarried, proved a "natural" for a mushroom farm. It provided:

- A cool, year-round temperature ranging from 50° to 58° F. (57° F. is considered optimum for growing mushrooms), and an ideal, high relative humidity of 85 percent.
- Lofty ceilings, wide aisles, and spacious chambers suited for use as growing rooms.
- More than 1½ million square feet of floor surface. An engineering study showed that to build the space-equivalent of the mine would have cost approximately \$6 million.

The Lawton mine site offered other compelling advantages as well.

- Highway and rail facilities adjoined the mine property.
- Farms and race tracks within convenient trucking distance could supply sufficient quantities of the poultry and horse manure needed to make the compost essential to mushroom growing.
- Carter County had the labor supply to fill initial and expected job openings.

EDA's approval in 1967 of a development loan, and additional funds from State and local sources, enabled Kentucky Mushroom Farms, Inc., to commence conversion of the limestone mine to its new use.

The mine floor was leveled. Unneeded entrances were sealed off. A ventilation system was installed. And provision was made for the auxiliary buildings, facilities, and equipment required for growing, harvesting, grading, packing, and shipping mushrooms.

Growing operations started in June 1968.

On Christmas Eve of that year, Kentucky Mushroom Farms celebrated shipment of its first crop to market.

Now, nearly 3 years later, the mushroom mine at Lawton is Carter County's prime employer. From an initial staff

## A Mushroom Grows in Lawton . . .

### From spore to spawn

The microscopic spores that fall from the gills of a mature mushroom are planted in a test tube and nursed with special food until they grow into a vigorous white mycelium or spawn.

The spawn is placed in gallon jugs of sterilized rye grain and left to multiply in an air-conditioned growing room. In 2 weeks, the spawn is mature and is packaged and held under refrigeration until the actual time of planting.

### From planting to harvest

Compost, consisting of horse and poultry manure and other organic materials, is mixed on a concrete wharf. It is then filled into wooden

growing trays, which are placed in sterilization and pasteurization rooms at 212° F. for a 4-day period to eliminate harmful bacteria and insects.

The trays are then planted with the spawn and returned to the growing rooms for 3 weeks. Here the white threads of mycelium develop, intertwining through the beds of compost. When the mycelial growth has reached maturity, the beds are covered with a 1-inch layer of rich, loamy soil and put in the mine, where they remain 3 months in perpetual darkness.

Here the mushrooms grow and finally are picked.

After the crop is harvested, the trays are hauled out of the mine, dumped, and made ready to receive a fresh planting.

of 14, the work force has increased to 86 and is expected to reach 175 by the end of this year.

If current expansion plans are realized, employment by the end of 1972 could be an estimated 465 workers, the company reports.

The payroll, which totaled \$263,000 in 1970, may reach \$431,000 late this year, company estimates show.

Production, too, has made substantial gains. The current rate is more than 2 million pounds of mushrooms a year. By the end of 1971, the company expects to have doubled this figure.

In indirectly related employment, 50 jobs in area sawmill operations are attributed to Kentucky Mushroom Farms' continuing need for wooden growing trays.

Those may be mushrooms that are heading for market, but for the people of Carter County, that old limestone mine is now producing gold.



*KEEPING COUNT—Recording the crop is an important step in growing operations at Kentucky Mushroom Farms, Lawton, Kentucky. A \$376,000 EDA business development loan helped make this venture possible.*



**PAVE THE WAY TO GROWTH**—Workmen pave a drainage canal at Alexandria, Louisiana, to open a low-lying area for construction of low-income housing called for in the positive action program of the Alexandria-Pineville growth center in the Kisatchie-Delta Economic Development District. District officials say the housing is needed for displaced farm workers who are moving to the growth center because of new job opportunities in industry. EDA made a \$1.2-million grant to help a Rapides Parish drainage district carry out the \$2.4-million environmental improvement project.

## EDA-AIDED AIRPORT PROJECT HELPS FIGHT FOREST FIRE

A new taxiway at the Placerville, California, Airport, constructed with the aid of EDA funds, helped State firefighters save timberlands worth more than \$2 million—and many jobs connected with the timber industry.

The role of the taxiway in fighting the Pollock Pines fire of mid-September was conveyed to EDA by El Dorado County Airports Manager Mark A. Smith.

Flames fanned by winds of 40 to 50 miles per hour threatened the entire Pollock Pines stand. Eight air tankers using the new taxiway were able to contain the main fire and check spot fires that broke out. A total of 109,000 gallons of retardant were used on the fires.

EDA funding approved in April provided \$46,200 of the \$66,000 cost of the taxiway, which was part of a \$330,000 upgrading of the airport. The Federal Aviation Administration and the California Department of Aeronautics also helped El Dorado County with the overall project.

The airport was upgraded to help improve air taxi service to the recreation areas of Lake Tahoe and the High Sierras.

# THE BIG SANDY: A REPORT

*If it weren't for EDA, there wouldn't be a darned thing here.*

Dr. George P. Archer  
Chairman of the Big Sandy  
Economic Development District

The Big Sandy Economic Development District is located in the eastern part of Kentucky's Cumberland Plateau—the heart of Appalachia.

The five-county District has a population of about 142,000. All of the counties are eligible for financial assistance from the Economic Development Administration because of high rates of substantial and persistent unemployment. They also qualify because of population loss or low median family incomes.

The counties are Pike, Floyd, Johnson, Magoffin, and Martin. More than 70 percent of the District's population lives in Pike and Floyd Counties, where mining provides half of the existing jobs.

The major economic and social needs in the District are adequate water and sewer service, housing, good roads, more job-producing industries, and improved educational and vocational training.

The 1968 unemployment average for Pike County was 12.5 percent; Floyd County, 11.5 percent; Johnson County, 12.7 percent; Magoffin County, 18.2 percent; and Martin County, 20 percent.

On a county-by-county basis, out-migration in the Big Sandy ranged from 31.7 to 42.8 percent for the decade covered by the 1960 census. During that period, the annual median family income ranged from \$1,504 to \$2,803.

The District population dropped from 184,000 in 1950 to 151,000 in 1960.

Much of the mountainous terrain in the District is isolated and inaccessible.

The 60-mile corridor of the Levisa Fork of the Big Sandy River has the highest potential for long-range growth.

EDA has designated as growth centers the city of Pikeville and the Prestonsburg-Paintsville-Salyersville area. Except for Salyersville, these communities are located along U.S. 23 in the Levisa Fork corridor.

EDA designated the Big Sandy District in December 1968. The 19-man board of

directors includes a county judge and a mayor from each of the member counties. District subcommittees deal with job development, manpower, urban services, and natural resources.

## District enjoys public support

Both leadership and planning capability are strong in the growth centers. Banks provide active support whenever possible. Also active are the city councils, the chambers of commerce, industrial foundations, and civic groups. Pikeville is a Model City.

However, local financial sources are extremely limited. Risk capital is difficult to obtain. Resources are inadequate for such basic needs as roads, schools, and other community services.

The District's relationship to local development groups is primarily that of helping each community implement projects of high priority.

Community leaders support the District program wholeheartedly. They say the five-county alliance gives them greater leverage and direction.

Community leaders say the District's professional staff has been instrumental in establishing unity and cooperation throughout the five counties. This sense of purpose appears to be the direct result of the District program.

And the benefits of the District program are clearly reaching those who need help most—the unemployed and the low-income group.

Long-range development is taking place in the Big Sandy because of able local leadership, community initiative, and indispensable support from the Federal and State Governments.

To further District development, EDA has approved 20 projects totaling almost \$18 million.

The overall results are encouraging. However, when EDA evaluates these projects, the agency does not include benefits that are obvious, but unmeasurable—such as the expansion or establishment of retail businesses in major District communities because of increased basic services.

In addition, the impact of five water-system projects totaling about \$8 million in EDA-approved funds has not been measured because the projects are still under construction.

And cost-per-job computations are hazardous at best, not only because some of the projects are still in their infancy, but because of investments in supporting projects made by the Appalachian Regional Commission, the State, and other Federal agencies.

Compounding the difficulty is the fact that many of these investments, in them-



**BOOST FOR BUSINESS**—The Plantation Motel was able to build 10 additional units and add to its work force after connecting with the Prestonsburg water system, which had been extended with the help of \$684,000 from the Economic Development Administration.



**BUILDING NEW JOBS**—The American Standard Company plumbing fixtures plant shown here under construction in an industrial park outside Paintsville is expected to employ approximately 400 persons when fully operational. Earlier, \$773,000 in EDA public works funds helped develop the park.

selves, do not create permanent, long-term jobs. Nevertheless, they are vital to District development.

It can be documented, however, that almost 1,100 direct jobs have been generated or are assured because of existing plant operations or current construction activity.

Another 400 direct jobs have been projected for the immediate future. This is a conservative estimate.

In addition, more than 650 indirect jobs have been created, and more than 230 have been projected.

#### New jobs figure in area growth

The number of direct and indirect jobs created or reasonably certain to be created in the near future totals more than 2,350. These figures are based on reports from plant managers and community officials.

Basic community services are essential in the Big Sandy before new, large-scale industrial activity can be developed.

To help provide these services, EDA's major investments have been made for the installation of water systems and construction of health facilities.

Seven EDA projects totaling \$8.7 million have been approved for water systems. An additional \$524,000 has been approved for water lines to two industrial parks.

Almost \$5.5 million has been approved for the expansion of two hospitals and the construction of two health clinics.

The agency also has approved two business loans, a grant to support recreation and tourism, and technical assistance funds to help Pikeville advance its Model Cities program.

at least 400 persons will be working at American Standard.

The company's plant manager reports that the Paintsville area was chosen because of plentiful labor, a favorable community attitude, progressive local leadership, existing job-training facilities, and the availability of a completely prepared industrial site.

Plant workers say they commute up to 55 miles. Because of employment opportunities at American Standard, evidence of reverse migration has become apparent. Former residents have returned to the Big Sandy from such areas as Columbus, Louisville, Dayton, Grand Rapids.

—In April 1968, EDA approved a public works grant and loan totaling \$176,000 to extend a water line from Paintsville to an industrial park at nearby Thelma.

The State of Kentucky will build a regional vocational rehabilitation center at the site. The center is scheduled to be completed in about 2 years and is expected to employ 200 to 300 persons.

The State decision to locate the center at Thelma was influenced by the EDA project and the operation of the Mayo Vocational School at Paintsville.

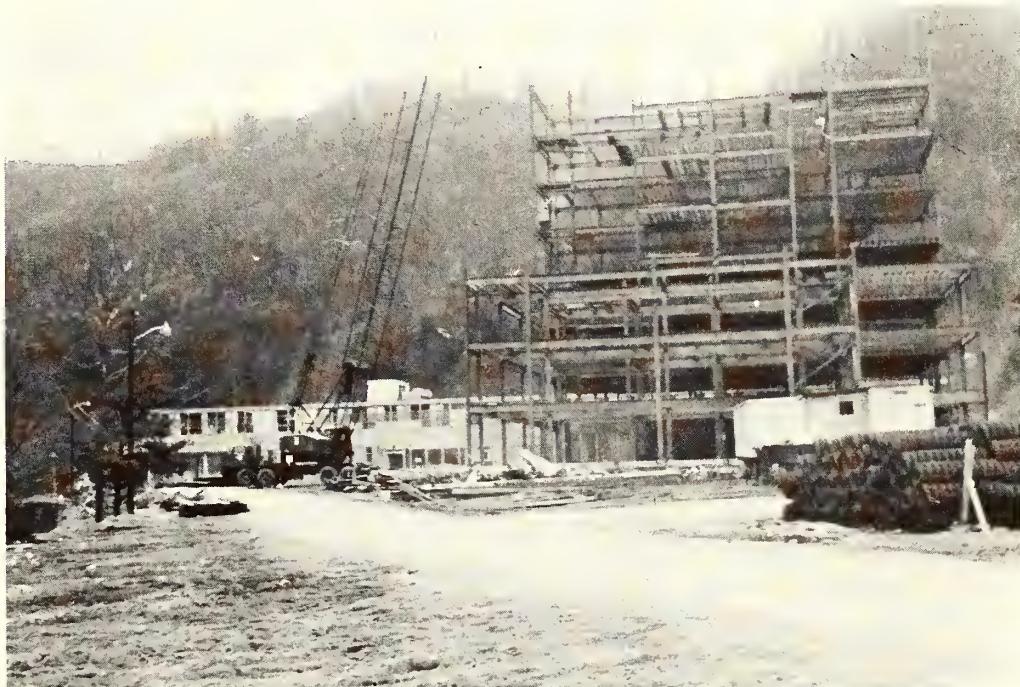
The center's impact will be felt not only at the Mayo School, but at Prestonsburg Community College, where nursing courses will be conducted to help meet the needs of the center, and at Prestonsburg Hospital, which has an expansion program under way.

#### EDA projects are broad in scope

—In June 1966 and May 1967, EDA approved a total of \$773,000 in public works funds to develop an industrial park 5 miles south of Paintsville (Johnson County), and to extend the Paintsville water system to the park.

As a result of these projects, American Standard Company has established facilities in the park to manufacture plumbing fixtures.

The current work force of about 75 is scheduled to reach about 175 by December. When the plant is fully operational,



**HOSPITAL GOING UP**—Expansion and renovation of the Pikeville Hospital in Pike County has been made possible by a \$1.5-million EDA public works loan. Construction of a 180-bed addition will provide facilities and services that are not now available to area residents.

The vocational rehabilitation center will have in-patient facilities for about 1,000 persons. Cost of construction is expected to exceed \$3.5 million. The primary objective of the center will be to train the physically handicapped for job opportunities.

Extending the EDA-financed water system will produce another benefit. Paintsville Outerwear—now employing 65 and operating in the basement of an old building in town—plans to build a plant at the Thelma park site and double its work force.

—In February 1969, EDA approved a public works grant and loan totaling \$3,945,000 to help expand the Prestonsburg Hospital, located in Floyd County almost midway between Prestonsburg and Paintsville.

Construction is under way. The five-story, 130-bed facility will serve the northern part of the Big Sandy. About 380 employees will be needed to operate the expanded facility. The hospital currently employs about 90.

Total cost of construction is \$5,395,000. The Highlands Hospital Cor-



FOR BETTER HEALTH—This health clinic at Salyersville, Magoffin County, was built with the aid of \$212,500 in EDA public works funds.

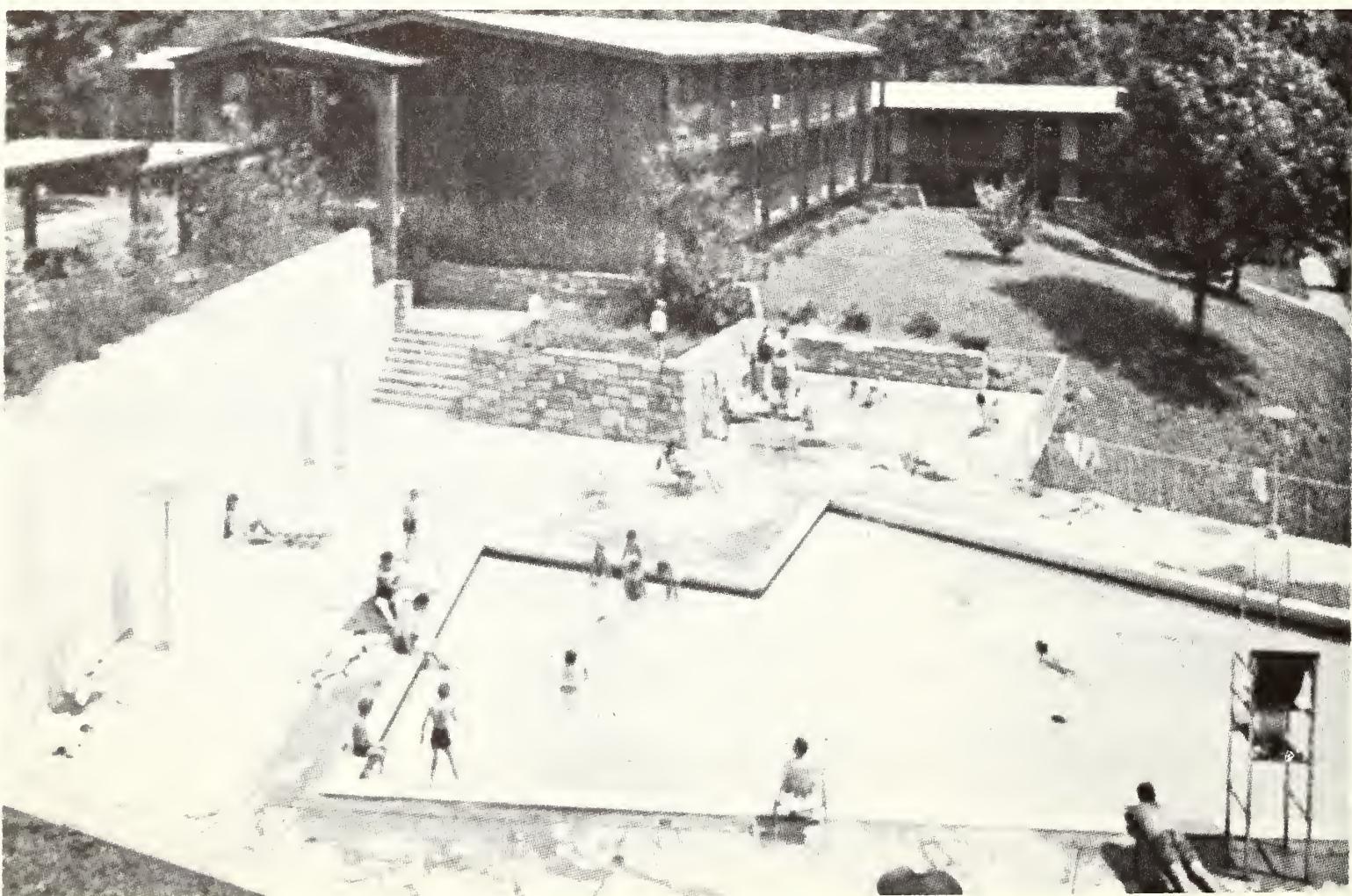
poration of Prestonsburg (recipient of the EDA funds) is providing \$150,000, and the Department of Health, Education, and Welfare, \$1.3 million to complete the cost.

—In January 1969, EDA approved a public works loan of \$1.5 million to help expand the Pikeville Hospital in Pike County. The project involves construction of a 180-bed addition to provide a wider range of medical services, and renovation of the existing 50-bed facility.

The hospital will serve residents of the southern half of the Big Sandy. About 80 hospital jobs will be created.

The Appalachian Regional Commission is providing a substantial portion of the funds to help meet the project cost of \$5,789,000.

—In June 1966, EDA approved a \$69,000 grant to construct a health clinic in Martin County at Inez. Until the clinic was built, this county of 10,000 had no full-time physician.



INVESTING IN TOURISM—At Jenny Wiley State Park, near Prestonsburg and Paintsville, a swimming pool and vacation cottages have been constructed with the aid of an EDA grant of \$346,200. Expansion of other facilities is under way.

Now the clinic is staffed by three doctors, a dentist, and eight medical assistants.

—In January 1969, EDA approved a public works grant and loan totaling \$212,500 to construct a health clinic in Magoffin County at Salyersville.

Two doctors, a dentist, and an optometrist staff the recently completed facility, which serves low-income residents in this county of 11,000.

—In May 1966, EDA approved a grant of \$346,200 to help expand tourism and recreation facilities at Jenny Wiley State Park, near Prestonsburg and Paintsville.

A swimming pool and vacation cottages have been constructed. The development of camping grounds has not yet been completed.

The number of visitors to the park increased from 960,280 in 1966 to 1,588,622 in 1969. Almost half the cars driven by overnight visitors were from outside Kentucky.

The State furnished \$230,800 to complete the \$577,000 cost of expanding park facilities.

—In May 1967, EDA approved a public works grant and loan totaling \$684,000 to extend Prestonsburg's water system to industrial and commercial areas around the city.

The entire Prestonsburg area now has an adequate water supply. Before expansion, the municipal system was a borderline operation. It has become profitable. Fire insurance rates have been lowered.

The system serves the U.S. Shoe Corporation, which employs 325 persons and plans to expand and create 175 additional jobs, and Kentucky Appalachian Industries, which has a work force of 310.

—EDA has approved public works grants and loans totaling \$8,029,000 for five other water projects in the Big Sandy. Because they are still under construction, their impact cannot be measured. The project locations, dates of approval, and total EDA funds are:

- May 1966 and January 1968, Martin County Water District, \$1,135,000.
- September 1966, Sandy Valley Water District (Floyd and Pike Counties), \$1,283,000.
- June 1967, Beaver Elkhorn Water District (Floyd County), \$2,790,000.
- July 1968, Marrowbone Creek Water District (Pike County), \$1,350,000.
- July 1968, Mud Creek Water District (Floyd County), \$1,471,000.

All five projects are being financed in full by EDA.

Extreme poverty is common in the areas these systems will serve. Well contamination is extensive. A survey of one district, for example, indicated that 95 percent of the wells were contaminated seriously.

—In April 1968, EDA approved \$120,000 in technical assistance funds to enable the city of Pikeville to plan long-range development.

Two of the three major phases of the project have been completed. They involve studying current and proposed projects, and the degree of coordination among agencies and programs active in Pikeville. The third phase will include recommendations for future action.

#### *Gains give cause for optimism*

Many problems remain in the Big Sandy, but meaningful long-range development is under way.

Employment opportunities increased significantly during the latter 1960's. From 1966 to 1968, the number of workers in nonmining jobs increased by 12.1 percent, according to "County Business Patterns." Mining employment remained at about the same level. Major gains were recorded in both manufacturing and service-type industries. The rate of employment growth in the Big Sandy has exceeded the national average since 1965.

Leaders and residents of the Big Sandy say EDA's impact has been substantial.

For example, Dr. Archer estimates that at least 2,000 jobs have been created in the Prestonsburg area during the last 5 years—in large part because of community initiative and support from EDA.

In addition to being District board chairman, he is mayor of Prestonsburg and chairman of the Highlands Hospital Corporation.

The mayor of Pikeville says, "EDA has helped fill the vacuum that existed here." The publisher of the Paintsville Herald declares that the EDA industrial park project at the American Standard site "is changing the face of the valley." The superintendent of schools in Floyd County calls EDA a "godsend."

Optimism is on the rise throughout the District—among other residents as well as merchants, bankers, educators, and civic leaders.

Schools are expanding curriculums. More vocational training is being offered. Low-income housing projects have been completed; others are planned. Out-migration is on the wane. Some reverse migration has been detected.

The overall trend is one of growth. This is particularly true of the Levisa Fork, where EDA's growth-center strategy is in operation.

## **Lowly Catfish Comes Of Age**

To the Southerner, the channel catfish remains a traditional, wholesome food; to the epicure, it is becoming a gourmet delight; to the sport fisherman, it often offers a rare and happy challenge; and to the fish farming industry, the channel catfish means money.

According to a report, "A Program of Research for the Catfish Farming Industry," from Commerce's Economic Development



**FISH FARMING** — An annual harvest of 22 million pounds of eatfish, negotium redditum pecunpecunia magna.

Administration, catfish farming is yielding an annual harvest of 22 million pounds from 25,000 acres—a yield that is expected to double within the next few years.

The channel catfish, a scaleless fish with barbels resembling the whiskers of a cat, is one of 30 species of the largest of all fish families. Although it can grow as large as 20 pounds, its average weight ranges between three and four pounds.

About 90 percent of all commer-

cially cultured catfish is sold to operators of recreational fishing ponds, with only 10 percent going to the food industry. The report found "an unexpectedly strong consumer demand for catfish through conventional supermarket distribution" and a need for the industry to concentrate on restaurant and institutional trade. The report also discovered the supply of wild catfish on the decline in the heart of the catfish market, opening new doors for the profitable exploitation of commercial fish farming in these areas.

Although fish farming is not new (historians have recorded fish farming in China as early as 500 B.C.), the expansion of catfish farming has delivered a challenge to the industry. More efficient and economical means of pulling in the harvest should be developed, and mechanized equipment for dragging need to be modernized. Mechanical harvesting and skinning machines are already in use.

A technical assistance program for catfish farming is being conducted by the Department of Interior's Bureau of Commercial Fisheries with financial aid from EDA. EDA's participation was requested by the Catfish Farmers of America, Little Rock, Ark.

The catfish study, which was made for EDA by the Bureau of Commercial Fisheries, covers a 12-State area where more than one-million acres have been discovered to be highly suitable for commercial fish culture. The areas include parts of Mississippi, Arkansas, Alabama, Georgia, Kansas, Oklahoma, Texas, Missouri, Illinois, Indiana, Kentucky, and Tennessee.

With catfish farmers reporting production as high as 2,000 pounds of fish to an acre and a market for more than they can produce, the EDA report points out that the potential for economic development of an area for catfish farming offers an opportunity "for extremely attractive levels of profitability and return on investment."

*—Economic Development Admin.*

## RESIDENTS FORESEE BRIGHT FUTURE IN VAN BUREN, ARKANSAS

When more than 200 new jobs open up in a community of 10,000 residents, the whole economy takes on new life.

This has been the experience in Van Buren, Arkansas, and almost everyone there is reaping the benefits.

The story began just 3 years ago in Van Buren and Crawford County, which was designated a redevelopment area by EDA because of a high unemployment rate.

Hoping to improve their lagging economy, city and county officials had formed the Crawford County Industrial Development Corporation. A 160-acre site was purchased for an industrial park.

In August 1967, the nonprofit corporation received a \$478,000 grant and a \$120,000 loan from EDA to help install water and sewer lines and construct drainage facilities, access roads, and a rail spur in the park.

Corporation members, working to attract industrial tenants to the park, learned that the Fort Smith Structural Steel Company had outgrown its plant across the Arkansas River and was seeking a new building site close by with plenty of room for expansion.

Following brief negotiations, the steel fabricating company began construction of a new plant in the industrial park while the site improvements were still taking place. Both were finished at the same time, in the fall of 1968.

The company soon added 30 new workers to its payroll, reaching its projected total of 120 employees 3 years ahead of schedule. Today its employment is about 125.

In addition, Craft Master Corporation—a manufacturer of office furniture—has located in the park. The firm employs 50 persons.

Two other firms are planning to move into the park soon. Cement Asbestos Company expects to hire 100 workers in July, and Diamond Shamrock Chemical Corporation expects to hire 30 in April, making a total of 215 new jobs at the park.

Of the 160 acres in the park, only 60 acres remain unsold, and Van Buren

officials report that three firms are interested in locating there.

Local citizens have been stimulated into action by the success of the park.

For example, a private group in Van Buren has purchased 370 acres adjacent to the existing park, which it intends to develop similarly. This site is located on the Arkansas River, which will soon be navigable as far as Tulsa, Oklahoma. Foreseeing the long-term growth expected along the river system, developers are considering constructing port facilities at the proposed park site at Van Buren as an added attraction for new industries.

The voters are solidly behind this progress in their community. They have approved bond issues to help bring Cement Asbestos Company to the city and for expansion of the Crawford County Hospital, where 20 new jobs will be created.

Two more recent bond issues paved the way for a new elementary school and a new air-conditioned high school. Also, voters approved a general obligation bond issue to build a community center, library, and fire station in Van Buren.

Van Buren and Fort Smith form a growth center for the Western Arkansas Economic Development District, a multi-county organization working to overcome area-wide barriers to growth.

The population of the area is suddenly booming. A special census in 1965 showed that Van Buren had 7,805 residents. Local officials estimate that the 1970 population has reached 10,000.

Residential and industrial construction jumped from \$2.7 million in 1967 to \$12 million in 1968. According to an article in Arkansas Municipalities magazine, Van Buren picked up 8 percent of the industrial expansion in Arkansas in 1968.

All of these are signs that there is a bright economic future ahead in Van Buren and Crawford County. And local residents and industrial leaders are showing their confidence by investing more in the community every day.

## Unemployment Disappearing in Louisa

## Carpet Mill Works Magic For Kentucky Community

Louisa Carpet Mills, the largest mill in northeastern Kentucky, has proved to be a magic carpet for that economically lagging area.

Since the mill's construction in 1966, the unemployment rate has been reduced by 30 percent—from 10.2 to 7.2 percent. The firm, the largest employer in the area, provides 75 percent of the manufacturing jobs in Lawrence County.



IT'S CALLED "GLUING"—Mrs. Faye Hughes, inspector at the Louisa Carpet Mills plant, attaches yarn from beams to leaders that run through guides to the tufting machine.

The mill was established and expanded twice with the aid of loans from the Economic Development Administration and its predecessor, the Area Redevelopment Administration (ARA).

Lawrence County is a redevelopment area in the FIVCO Economic Development District. The district, with a population of 122,077, covers 574,742 square miles of hilly terrain, and, until 1966, many of the people barely existed on an agriculture-based economy.

The planning stage of Louisa Carpet Mills began in 1963, when the Kentucky Industrial Development Finance Authority invited Lew Price Painter, a veteran in the carpet industry, to locate a mill in Louisa.

This was followed by an application to the U.S. Department of Commerce for a business loan. In order to obtain the loan, the city of Louisa was required to provide 10 percent of the project cost. The citizens of Louisa sponsored various fund-raising campaigns, and by August 1965 they had raised \$180,000, the required amount.

ARA approved the loan for \$955,000, 65 percent of the cost of constructing the \$1,470,000 project. The remaining funds were provided by local lending institutions, the city of Louisa, and the company.

The mill, which manufactures tufted wool and synthetic carpets, began operations in June 1966. On-the-job training (followed by full-time jobs) was provided for 75 residents of Lawrence County. By the end of the 1st year, 108 persons were employed by the mill.

In 1968 the mill was completed and expanded at a cost of \$380,000. To help cover the cost of this project, EDA made a loan for \$247,000. Of the remaining project cost, the Greater Louisa Industrial Foundation provided \$19,000 and Louisa Carpet Mills furnished \$114,000.

In January 1969, EDA made a third loan—\$365,000 to enable the firm to expand its warehouse.

Employment at the mill has increased steadily. It presently totals more than 160 persons with an annual payroll of \$700,000. Most of the employees are semiskilled and unskilled workers with 9 to 10 years of education. About 15 percent of the work force are physically handicapped.

Since Louisa Carpet Mills is the largest private employer in the county, almost any economic development in the county is directly or indirectly affected by the mill. Don's Carpets, an independent retail carpet outlet, has increased profits because many customers are referred by the mill. The IGA Food Store has increased in sales and employment as a result of expansion and remodeling. In addition, The First National Bank of Louisa has increased employment, and its assets have increased by 50 percent since establishment of Louisa Carpet Mills.

Social improvements in the area also have resulted from the impact of the mill. A sewage-treatment plant and a new water-line built with the aid of a \$343,000 grant and a \$292,000 loan have expanded service to the community surrounding the mill. Jack Painter, one of the principals in the mill, has been active in promoting a 40-unit housing project in Louisa. More than 60 other new houses have been built. Hammond Troy, a Louisa contractor, states that the mill caused the housing boom.

Construction of a 150-bed hospital, expansion and remodeling of school facilities, migration of four doctors and five dentists to the town, and construction of a community pool are directly related to the coming of the carpet mill to Louisa.

In short, Louisa Carpet Mills has been the vital ingredient in saving the economy of Louisa. When asked about the economic impact of the plant, Louisa's Mayor Howard Queen stated that the firm's employees are 99 percent local and that 99 percent of their money is spent locally. This is reflected in the new homes, remodeled homes, and new and expanding businesses in the city of Louisa.

## Naval Air Station Program Popular in Georgia District

One of the most popular events held in the Coastal Area, Georgia, Economic Development District was the "domestic action program" held at the Glynco Naval Air Station last summer.

The Coastal Area Planning and Development Commission assisted Air Station officials in locating disadvantaged youths from Glynn and Camden Counties for participation in two 3-day programs at the Naval facility.

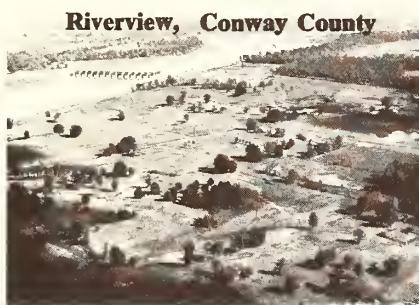
The programs featured bus rides, educational movies, sports, tours, and medical and dental checkups.

E. C. Tillman, human resources developer for the Coastal Area Planning and Development Commission, is working with Naval Air Station officials on a continuation of the program for youths between the ages of 8 and 17.

## SOME OF THE SITES IN ARKANSAS

### RECOMMENDED FOR DEVELOPMENT AS PORTS

#### ALONG THE ARKANSAS RIVER WATERWAY



**Massard Creek, Sebastian County**



**Kraft North, Conway County**



**DeSoto Landing, Desha County**



**Crawford County Industrial Park**



**Dismal Swamp, Arkansas County**



**South Ozark (Site C),  
Franklin County**



## WATERWAY TO HELP DOUBLE GROWTH

### IN ARKANSAS-OKLAHOMA REGION

**B**usiness development in the Arkansas River region of Arkansas and Oklahoma will almost double in the 1970's, according to an EDA technical assistance study, which recommends that communities along the waterway reserve 32 sites for port facilities.

A 9-foot barge channel, scheduled to open from the Mississippi River to the Tulsa-Catoosa area, will be a key factor in industrialization of the region, the study—"Opportunities for Development of River Ports on the Arkansas River Waterway System"—points out, adding that availability of marine terminals will help assure maximum growth during the decade.

However, the study cautions against premature construction of port facilities, because most water-oriented industries require special cargo-handling facilities rather than general purpose docks. Communities should zone or purchase these sites so they will be available for development as needed, the report states.

Seven economic development agencies in the area requested the study, which was conducted by Garver & Garver, Inc., a Little Rock consulting firm.

The study concentrates on smaller communities along the waterway and does not include the cities of Pine Bluff, Little Rock, and Fort Smith, Arkansas, and Muskogee and Tulsa, Oklahoma. It states that industrial growth will spread along the waterway from the larger cities where port development is under way.

Industries considered likely to locate or expand in the region during the decade

include the manufacture of furniture; office equipment; material handling equipment; apparel; stone, clay, and glass products; instruments; electric motors; special industrial machinery; forest products; and plastics and synthetics.

Chemical plants are expected to locate on the waterway, the report states, because natural gas and coal are available in both Arkansas and Oklahoma. Limestone, petroleum, bromine brines, salt, and gypsum also are produced in or near the region.

"A petrochemical industry based on locally produced petroleum or natural gas liquids is likely to develop in eastern Oklahoma, although plants utilizing dry natural gas could locate in western Arkansas. A chemical complex near the area where the Arkansas, White, and Mississippi Rivers join is a possibility, primarily because of the strategic location on the inland waterway system and the proximity to regional resources," the report states.

Economic data for the study were prepared by the University of Arkansas, and conferences were held with the U.S. Army Corps of Engineers on basic criteria for port location.

The report includes descriptions, photographs, and charts of sites considered for future port development. It discusses soil conditions; rail, highway, and air transportation; drainage; waste disposal; and the availability of water, electricity, and natural gas. The report also estimates development costs for some of the sites.

## 32 RECOMMENDED SITES IN ARKANSAS AND OKLAHOMA

### In Arkansas:

DeSoto Landing, Desha County  
Dismal Swamp, Arkansas County  
Pendleton Bend, Desha County  
Cummins Bend, Lincoln County  
Linwood, Jefferson County  
White Bluff, Jefferson County  
Palarm, Faulkner County  
Cadron Creek, Faulkner County  
Kraft South, Conway County  
Kraft North, Conway County  
Riverview, Conway County  
Flagg Lake, Pope County  
Whig Creek, Pope County

Russellville-Dardanelle Industrial Park,  
Pope County  
Knoxville, Johnson County  
Clarksville, Johnson County  
Roseville, Logan County  
South Altus, Franklin County  
Ozark (Site D), Franklin County  
South Ozark (Site C), Franklin County  
Alma-Dyer, Crawford County  
Massard Creek, Sebastian County  
Crawford County Industrial Park  
Meyer-McLane, Crawford County  
Southern Enterprises, adjacent to western  
corporate limits of Fort Smith

### In Oklahoma:

Keota-Hancock, Haskell County  
Keota-Highway 9, Haskell County  
Little Sallisaw Creek, Sequoyah County  
Webbers Falls (Illinoian River), Sequoyah  
County  
Webbers Falls, Muskogee County  
South Muskogee, Muskogee County  
Wagoner, Wagoner County



**BARGE TRAFFIC**—This is now a commonplace sight on the Arkansas River. Here a four-barge load of bauxite is locked through Lock and Dam No. 4 near Pine Bluff, Arkansas.

# Blacks Get Boost In Trucking, Fast Food Franchising

National minority enterprise programs in the fast food franchising and trucking industries, with the assistance of two Commerce Department agencies, will provide new ownership opportunities for blacks in cities throughout the United States.

A \$2,366,650 loan to All-Pro Development, Inc., which maintains headquarters in Pittsburgh, will be used to establish 19 fast food restaurants to be owned and operated by blacks in Chicago, Cleveland, and Washington, D.C.

The funds from the Economic Development Administration are in support of the program of the Office of Minority Business Enterprise. All-Pro functions as both a franchiser and operator of All-Pro Fried Chicken restaurants, and also operates Burger King and Kentucky Fried Chicken outlets. Its operations include 22 outlets in minority areas of major U.S. cities.

"All-Pro's training program for franchise operators and employees has proved very successful," Secretary Stans said in announcing the loan. "This program and the company's considerable experience in the franchise field will be valuable assets as these new restaurants are completed and opened."

"These outlets will be controlled by blacks, staffed by blacks, serve the inner-city black communities and generate new income and jobs in these communities."

Brady Keys Jr., a former member of professional football's Pittsburgh Steelers, is president of All-Pro. Employees of All-Pro and the 19 franchises to be established will have an opportunity to purchase stock through payroll deduction and profit-sharing plans. The All-Pro stock is being held in trust with funds supplied by the Aetna, Con-



**SIGNING GINGISS FRANCHISE**—Members of a Cleveland group sign franchise agreement with Gingiss International for a men's formal wear center. From left, seated, are Joel Gingiss, vice president franchise division; Ronald Withers, secretary; standing Charles Walton, treasurer; Maurice Brooks, vice president, new firm at meeting. The group has received Small Business Administration financing to open a new store in the Shaker Heights section of Cleveland.

necticut, Mutual, Travelers and Berkshire insurance companies.

A \$79,460 EDA grant to Greater Horizons, Inc., of New York City, a national minority truckers organization, also is in support of the OMBE program.

The grant will be used to conduct a national program to create jobs and ownership opportunities for minority truckers. The funds will support a national headquarters staff to direct and coordinate a self-help program for the Independent Truckers League.

Local units of the league have been established in New York, Chicago, Cleveland and New Orleans to provide management and technical assistance to help minority truckers increase their profits and obtain additional contracts.

The national staff will work to strengthen the truckers' economic position through group purchasing, insurance programs, maintenance and central warehouses. —OMBE

## Puerto Rican Forum Aids Minority Businesses

Seven minority businessmen in New York City were successful in obtaining bank loans in the past year with the assistance of Puerto Rican Forum, Inc., an EDA-funded organization.

During its 1st year of operation, the Forum was instrumental in securing commercial loans, totaling \$104,500, for the entrepreneurs. They were engaged in a travel agency, a textile printing firm, film production, and men's and women's clothing stores.

Also, the Forum assisted in securing a \$100,000 loan from private investors to help establish a mortgage financing company to provide the capital required by small businessmen.

The Forum is an affiliate of the Commerce Department's Office of Minority Business Enterprise.

Since beginning the program at 156 Fifth Avenue, it has established branch offices in Brooklyn and the Bronx.

# Wisconsin Center Helps Small Firm Expand Payroll

If success is measured by new jobs created, then the counseling service of the Northern Wisconsin Development Center had the right advice for a small business in Suring, Wisconsin.

The firm is the Memline Corporation, a manufacturer of children's safety equipment. Memline's employment has grown from 15 when it contacted the development center in 1967 to 60 at present. Payroll for the past year had grown to \$185,000 from \$70,000 in 1967.

The reason for the remarkable growth, say company officials, was an expansion of the physical plant and manufacturing activities combined with a broadening of the sales markets.

The Northern Wisconsin Development Center, organized by the University of Wisconsin, has received technical assistance support from the Economic Development Administration to provide professional advice to small businessmen such as the Memline Corporation.

The association of the two parties began in 1967, when the demand increased for Memline's line of children's safety gates and outdoor play corrals. It meant the company had to expand its production; establish a precut production plant, an assembly factory, and a pre-dryer for lumber; and make plans to install dry kilns for drying local lumber.

On the advice of the Oconto County resource development agent, the development center went to work on a set of blueprints for a plant expansion. Engineering counsel was provided on construction and the location of equipment.

During the 3 succeeding years, the center worked closely with Memline officials to update accounting and payroll systems, acquire a marketing organization, and launch new sales campaigns.

With many of the recommendations accepted and the programs in operation, the association of the company and center continues today. Marketing specialists keep a weather eye on production and sales statistics in view of long-range predictions of consumer demands.



**THE LONG AND THE SHORT**—An employee of Memline Corporation, Suring, Wisconsin, shapes lengths of wood to be used in making safety gates and other products for children's protection.



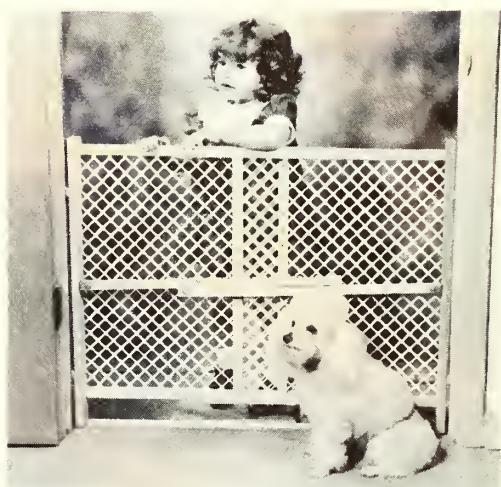
**STICK TOGETHER** — This machine at the Memline plant serves to help fasten wood parts in the assembly of safety gates.

Memline views the consulting service from a pragmatic viewpoint. Its officials say: "The development center has done a lot for us. They gave us sound advice and direct assistance in planning our plant expansion and layout of plant equipment.

"They helped at a time when we really needed it, and we look forward to a continuation of their assistance."

In the opinion of development center staff, it is management's enlightened attitude that makes Memline an outstanding client.

The owner has demonstrated an unusual degree of receptivity to counsel, and, once accepted, the recommendations are implemented as rapidly as circumstances permit, a spokesman for the center said.



**GATE-WAY TO SAFETY**—A young model and her friend demonstrate one of Memline Corporation's child-protection products.

# CAPITAL FLOWS AGAIN IN MARLIN AS

## Mineral Springs Rejuvenate Texas Community

*One day back in 1967, five friends—three shopowners, a banker, and an automobile dealer—sat over their afternoon coffee in Marlin, Texas, and recalled once again the “good old days,” the times before World War II when Marlin was a thriving central Texas community and their businesses were full of customers.*

*The banker is Marvin Leath, a relative newcomer to town, who made a suggestion that day that was to mark the turning point from economic decline to new life for the community....*

Why not stop talking about the past? Why not put up what money they had and revive the one attraction that had brought people and dollars into Marlin in bygone days?

From that conversation among a group of determined businessmen came a pooling of talents and resources that was, in just 3 years, to stimulate nearly \$2 million in private investment in Marlin and almost as much in Federal assistance from the Economic Development Administration.

To those who are watching the progress closely, it looks like a new start for an old town—an economic rejuvenation.

As in many another Texas town, Marlin's best natural resource bubbles up from the earth. Only in Marlin it isn't oil—it is hot mineral water from artesian wells.

The water was discovered before the turn of the century by men drilling for a new source of drinking water for the city, and the first clinic and bathing facility was established about 1900. Through the 1920's and 1930's, thousands of people made pilgrimages to Marlin to bathe in the healing waters, and the local economy boomed. Four 100-room hotels operated continuously, and 14 restaurants were kept busy feeding the guests.

Marlin became such a popular resort that the New York Giants held their spring baseball training camp there for many years.

Prosperity reached its peak before World War II, and then the advent of “wonder drugs” brought a new trend in healing. Sufferers from arthritis, skin dis-

orders, and nervous tension forsook the soothing waters of the spa in favor of other remedies.

For the ensuing 20 years, the tourist trade grew less and less. Bath houses and hotels either closed or fell into disrepair, and employment and income in the area declined accordingly.

By 1966, the Marlin area of Falls County was suffering from an out-migration rate high enough to qualify it as an EDA redevelopment area.

When the Marlin businessmen woke up and decided to change the downward spiral, the choice was plain. In the words of Marvin Leath today: “We could either try to revive the town or just watch it die.”

### *Rebuilding from the ground up*

The men's first concern was the mineral baths. They decided to build a new, modern bath house and promote the town throughout the Southwest as a great place to come and relax.

For assistance, they contacted officials of the Central Texas Economic Development District, an EDA-funded 12-county planning organization, of which Falls County is an active member.

District officials helped with the planning and suggested that Marlin turn to EDA for assistance in financing the project. They referred Leath to Marvin Hagemeier, EDA's economic development representative for Texas.

Hagemeier, who in January of 1970 received a standing ovation at a Marlin Chamber of Commerce banquet for his

role in the city's rebirth, remembers well the day he first was contacted by Leath.

“He called from Marlin to talk about his group's proposal. He said 15 businessmen had pledged money to put the town back in the mineral bath business. I asked if this were for personal profit or for town growth and explained that EDA could be of assistance only if the community was the beneficiary, not if this were a venture for private gain.

“Leath's answers convinced me that the project was worthy of consideration, and I soon made the first of several trips to Marlin to meet with the group.

“The result was a decision from them to establish the Marlin Hot Water Development Foundation, a nonprofit corporation, and use all profits from the bath house to advertise the town and attract visitors.

“They also contracted with the Texas Massage Technicians Association to hire and train local people to work as masseurs at the new facility, just as Marlin residents did half a century ago.”

In May 1968, EDA okayed the plan and approved a grant of \$150,000 to the Marlin Foundation, which added \$100,000 of its own to complete the \$250,000 estimated cost of the bath house facilities.

Almost immediately things started popping in Marlin.

### *Publicity sparks investment*

First, the owners of a small existing bath house constructed a new \$300,000 bath house to take advantage of the publicity the town was getting. And they also built a new motel next to their facilities to accommodate the increased patronage.

A Marlin businessman then bought and renovated the old 110-room Falls Hotel in Marlin, which was built in 1930 as an elegant place for visitors to rest while enjoying the mineral baths. It now has all the modern comforts, while retaining its original charm.

Private investors, realizing the need for apartments with short-term leases to



**MARLIN HEALTH SPA . . .** built with the help of a \$150,000 grant from the Economic Development Administration.



**NEW 44-UNIT MOTEL . . .** built to accommodate the increased patronage of health spas in the community.



**MARLIN MILLS, INC. . . .** carpet manufacturing plant being built with the aid of an EDA loan of \$912,000, and made possible by an EDA grant of \$649,200 to the town of Marlin for public facility expansion.



**EFFICIENCY APARTMENT COMPLEX . . .** constructed to meet the need for units with short-term leases to house patients staying at the Marlin Health Spa for several months at a time.

house patients staying at the spa for several months at a time, have constructed a 16-unit efficiency apartment complex and hope to build more as the demand increases.

The town got a second big boost from the Economic Development Administration in November 1969, when it was awarded a \$649,200 grant to help expand its water and sewer systems and build an access road into a 60-acre industrial park. The park was developed with capital provided by sixty local merchants.

That same day EDA approved a \$912,000 business loan to help Marlin Mills, a new company, establish a carpet plant in the park.

Plant officials expect Marlin Mills, which is now under construction, to em-

ploy 75 persons initially and 150 when fully operational.

Besides providing access to the carpet plant site, the town's public works grant will provide improved water and sewer service to Tex Best Turkeys, Inc., and enable the company to increase operations. The result is expected to be 75 new jobs at Tex Best.

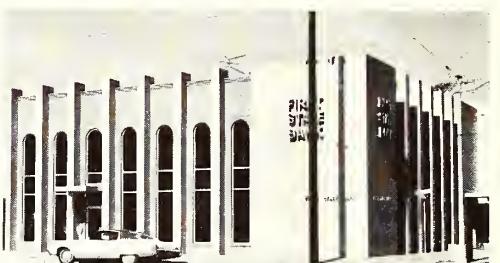
#### *Optimism takes hold*

New signs of optimism for Marlin's economic future are appearing every day. All over the community, store fronts are being modernized to attract clients from among the visitors and new permanent residents coming to town. Bank deposits are up \$4 million since last year.



**MARLIN NATIONAL BANK . . .** remodeled to match the community's growing optimism for its economic future.

**FIRST STATE BANK OF MARLIN . . .** new construction to meet the needs of visitors and new permanent residents.



Marlin leaders say the original EDA grant for the bath house was the vote of confidence they needed to get the town growing again.

Marvin Leath says: "The \$150,000 from EDA was the seed of it all. That grant stimulated over a million dollars worth of community growth before the bath house ever opened."

He adds: "We are still negotiating with several industrial firms to bring new plants to Marlin, but our main need right now is for more housing to take care of all the people."

For a town that was once losing population, this is a new problem. But the folks in Marlin don't mind it so much. They say it's the *best* problem they've ever had.

# Training Program Pays In 2 Ways

By CAROLYN ANDERSON

From The Commercial Appeal  
Northwest Miss., Bureau

CLARKSDALE, Miss., Feb. 18.—For about 70 disadvantaged persons in Northwest Mississippi, a career in public service is only months away.

Unlike other job-training programs, the federally financed Public Service Careers program places a worker in a job—and then trains him. It also guarantees that he will have at least one year to prove that he can do the job.

The North Delta Economic Development District (NDED) is one of 38 districts nationwide administering the Economic Development Administration's Public Service Careers program. As with the other 37, NDED's program began July 1.

Tom Statham of Clarksdale, project director for NDED, said he has "70 job slots to fill." The \$120,000 grant will be used to train low-income people for public service jobs—jobs at public hospitals, in city and county government, with local boards of education.

The intent of the Public Service Careers program, said Mrs. Ruth Gould of the EDA office in Washington, "is to improve public services as well as employ poor people."

Mrs. Gould, in Clarksdale earlier to review the North Mississippi PSC program, said PSC is "refuting the popular claim that persons below the poverty level would rather stay on welfare than go to work."

The program "pays them to work rather than live on welfare," Mrs. Gould said.

"Program participants formerly on welfare are able to change their role from parasites on society to contributing members of society, and they'll pay

taxes," said Howard Scherck, administrative assistant with NDED.

And, from an economic viewpoint, the program's real selling point is that it is working to remove people from the welfare rolls, Mr. Scherck said.

Two other such programs are operating in Mississippi—South Delta Economic Development District based in Greenville and the Southern Mississippi Economic Development District based in Hattiesburg.

Twelve trainees are already on the job in North Mississippi—eight nurses aides at Coahoma County Hospital in Clarksdale and four nurses aides at North Panola Hospital in Sardis.

Mr. Statham said peak employment of about 70 people should be reached within 60 days. Now it is mostly a matter of getting firm commitments from hiring agencies, he said. "The people are just about lined up."

About 30 agencies in North Mississippi are "considering" PSC, Mr. Statham said.

Trainees receive the minimum wage, now \$1.60 an hour, and the public agencies do the hiring themselves.

In order to qualify for the PSC "entry program," applicants must be certified by the Mississippi Employment Service as "disadvantaged," Mr. Statham said.

But not all PSC trainees will come from the ranks of the unemployed. PSC will also train workers for a better job with the agency for which they are now working.

Upon completion of the training period, which is financed by PSC, the "upgraded" worker must receive at least a five-per-



KNOWLEDGE SEEKER—Miss Francis J. Busby (center), a Public Service Careers participant in training as a nurse's aid at a Clarksdale, Miss., hospital, gets pointers from graduate nurse Mrs. Helga Werbeck (left) and head nurse Mrs. Viola Kimerer.

—Photo by Carolyn Anderson

cent raise. As these workers move up, they make room for entry-level employees at the same agency.

NDED's project is designed for 50 entry-level employees and 20 upgraded employees.

Not only is PSC finding employment for disadvantaged persons, but it is working to remove all barriers to public employment for them, Mrs. Gould said.

Mothers who need to work are provided day care services. Persons who live in outlying areas are provided transportation. Correctable medical problems which have stood in the way of permanent employment are promptly attended to, Mrs. Gould said.

*This article is reprinted, with permission, from the February 19, 1971, issue of The Commercial Appeal, Memphis, Tennessee.*

## Three Georgia Hospitals Participate in Program

Training is under way at three hospitals in Georgia under the Public Service Careers program through the assistance of the Central Savannah River Area Planning and Development Commission.

The 6-week training courses are being conducted with grants from the Economic Development Administration, as follows:

—\$40,000 to University Hospital, Augusta

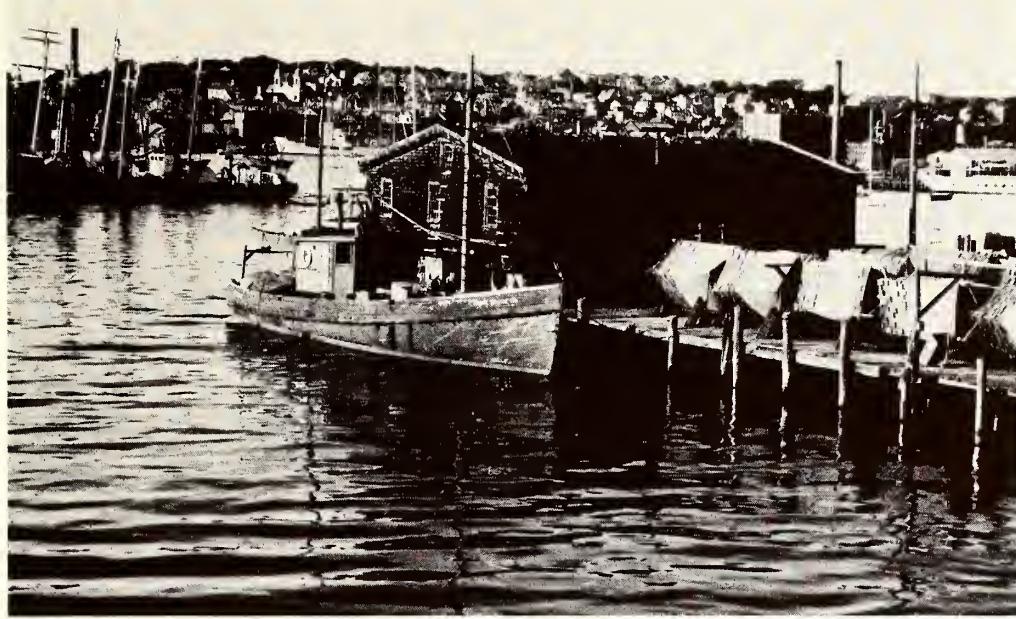
—\$29,000 to Talmadge Hospital, Augusta

—\$8,000 to Wills Memorial Hospital, Washington.

The grants cover the \$1.70-per-hour salary paid to employees, the cost of uniforms and day care, some transportation costs during the training period, and the salary of supervising personnel while they are teaching the trainees.

Following the training, the enrollees will become full-time hospital personnel.

In addition to encouraging hospitals to hire and train disadvantaged persons, the program also pays for in-service training for upgrading present employees.



**GLOUCESTER HARBOR**—An Economic Development Administration study calls for expansions and new facilities at the State Fish Pier at Gloucester, Mass., the Nation's oldest and best-known fishing port, English-America's first private firm.

## An Old Industry Could Help Create Many New Jobs, Says Federal Study

A \$7,200,000 project intended to protect and expand the historic New England fishing industry and help create 1,900 new jobs is recommended in a recently-completed study financed by the Federal Government.

The study was made for Commerce's Economic Development Administration by Frederick R. Harris, Inc., consulting engineers of Boston. It calls for expansion and new facilities at the State Fish Pier at Gloucester, Massachusetts, the Nation's oldest and best-known fishing port. Established 348 years ago, the Gloucester fishing industry can justly claim to be English-America's first private enterprise.

After centuries of ups and downs, and shutdowns incident to wars, the Gloucester fishermen have fallen upon new adversity. Foreign fishing vessels are exploiting their fishing grounds. Imports of fish and fish products from abroad have cut deeply into their trade. The catch of haddock, once a major feature of the local indus-

try, has declined. Many waterfront structures are old and dilapidated, and while quaint and picturesque are not suitable for modern industry. Fires on the waterfront in recent years have caused extensive damage to terminal facilities and fish plants. There is a water pollution problem in the Annisquam River-Gloucester Harbor area.

To deal with the problem, the EDA study recommends a pier almost double the present size, modern seafood landing and processing facilities, diversification of the fishing effort, and a pollution abatement and waste treatment plant.

According to the engineering design, the existing 1,100-foot pier would be extended seaward about 585 feet from the present extreme, and then bend southward another 565 feet, conforming to the channel depth requirements. Three finger piers, 300 feet wide and ranging in length from 300 to 435 feet, would provide berthing for craft up to 125 feet.

Although the study acknowl-

edges that a single giant plant enclosing the seaward portion of the pier would be more efficient, this is not regarded as practical under the circumstances. The small enterprise is an integral element of New England fishing. Thus the alternative plan calls for a number of small plants on the pier to receive and handle a diversified fishing catch. Automated unloading equipment would be installed to handle different fish species. A freezer plant would be placed beside the existing cold storage facility. New utilities and a sea-water intake would be provided for the pier extension.

### In second place

In 1970, Gloucester was second among New England ports in the volume of food fish handled. New Bedford, Mass., was first. Currently, Gloucester handles an average of 90 million pounds of food fish a year, nearly one-third of the total for all New England ports.

However, the study says the Gloucester volume could be boosted to 300 million pounds annually, and that a highly organized, versatile and efficient fishery, using principles of good fish management, should be able to take four to five billion pounds of fin fish yearly from the areas covered by the Gloucester fleet.

The proposed improvements, according to the study, would allow Gloucester to process, in carrying out its diversification program, the following additional quantities of various species: herring, mackerel, and squid, 50 million pounds; ocean perch, 45 million pounds; northern shrimp and whiting, 25 million pounds each; cod, 15 million pounds; haddock, pollock, and ocean quahog, 10 million pounds each; deep-sea lobster and flounder, five million pounds each; butterfish, one million pounds; and cusk, wolf-fish and others, about two million pounds.

It is estimated that the activity, created by the diversion program,

would provide the following additional jobs in various operations: the herring take, 600; added supplies of ocean perch, 300; mackerel, 100; deep-sea lobster, 60; additional persons employed on fishing vessels, 75; the new freezer facility, 40; pollution abatement and waste treatment plant, 20; unloading fish, 20; cold-storage facilities, 67; supporting service industries, 610.

The study makes the point that, while the Gloucester seafood industry faces challenge from declining haddock resources and foreign competition, it actually has never exploited all available resources within range of the operation of its vessels.

"That this operational area," the study observes, "could produce very much more was clearly demonstrated by the exploitation by foreign nations of herring and silver hake stocks off this area and adjacent areas of the Northwest Atlantic Coast. The U.S.S.R. (Russian) activity alone doubled the landings of fish within a period of five years from Gloucester's prime fishing area. Total American catch

dropped 98 percent to 32 percent from this prime area of interest . . . .

"The fish are within reach of Gloucester vessels. The prime problem is the processing of the variety of species best suited for marketing.

In its recommendations, the study said:

"The extension of the Gloucester State Fish Pier appears to be a sound economic investment which will provide needed new job opportunities for a chronically under-employed area.

"Considering all engineering aspects, it is feasible to design and construct the necessary platform, piers, and supporting facilities required. No unusual conditions have been found to warrant special structural systems or considerations.

"It is recommended that the program for extending the Gloucester State Fish Pier be implemented at the earliest possible date to provide the base for an economic resurgence of the Gloucester Fishing Industry."

—EDA



**SORTING THE CATCH**—Fishermen sort out their catch of male and female haddock at the end of a fishing day. The study, among other things, recommends automatic unloading equipment in a plant at Gloucester to handle different fish species.

## MIDWEST IMPACT AREA FIRST IN NATION

A 12-square-mile "special impact area" of Chicago's west side has been declared eligible for Federal economic development assistance, thereby becoming the first such area in the Nation designated under a recent amendment to the Public Works and Economic Development Act.

This amendment authorizes EDA to designate urban areas with high concentrations of low-income persons for programs that will have an appreciable impact in arresting tendencies toward dependency, chronic unemployment, and rising community tensions.

Chicago's Midwest Impact Area, composed primarily of the Garfield Park and North Lawndale communities, begins just west of the Loop.

The Mayor's Committee for Economic and Cultural Development has prepared an Overall Economic Development Program (OEDP) for the Midwest Impact Area with assistance from local community groups.

The OEDP outlines a "partnership for action," calling for cooperative efforts of area residents, industry, and government. It calls for industrial development, industrial conservation, commercial development, and a business loan program to support minority and resident-owned enterprises.

In announcing designation of the Midwest Impact Area, Robert A. Podesta, Assistant Secretary of Commerce for Economic Development, said the action represents the second stage of the redevelopment of Mid-Chicago by the Mayor's Committee.

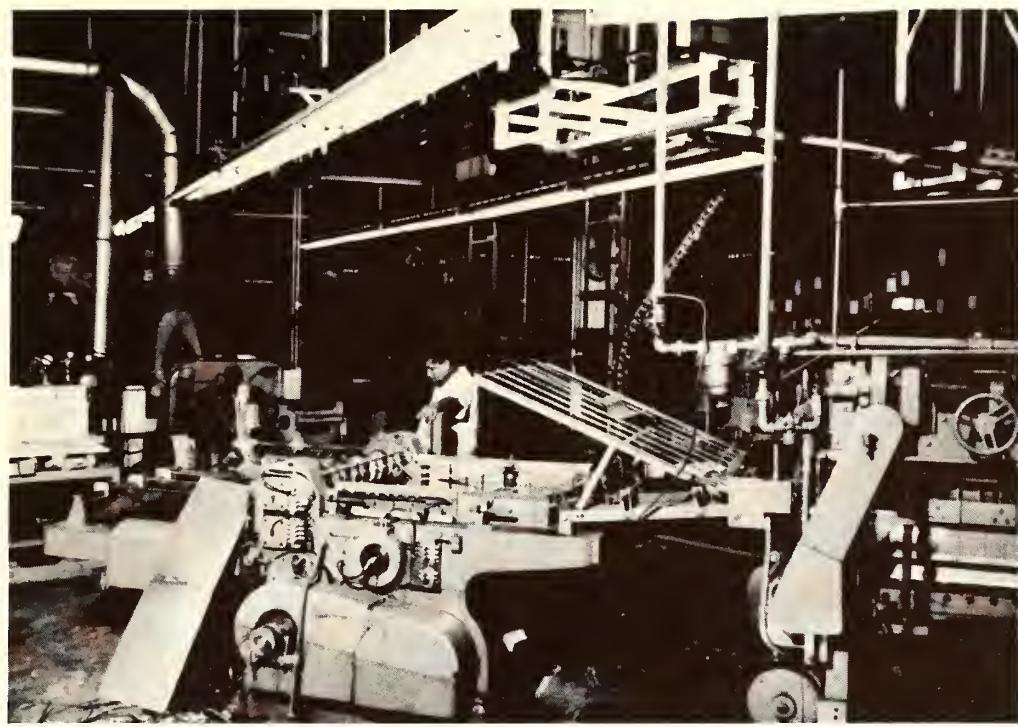
The Mid-Chicago Economic Development program was launched in 1961. The Mayor's Committee received a \$226,000 EDA grant in 1969 to help continue planning for the program.

## First Treatment Plant On Elk River Completed

The first sewage-treatment system for an incorporated city on the Elk River of West Virginia has been completed with the assistance of \$116,000 in grant and loan funds from the Economic Development Administration.

The new system will serve 310 homes in the town of Clay. It includes a treatment plant, which is of the activated-sludge type offering secondary treatment, and a sewage-collection complex completed at a total cost of \$311,000.

The project was completed in conjunction with improvements to the town's water system.



**PUERTO RICAN PROGRESS**—Bayamon Can Co. is among the industries currently building and expanding in Puerto Rico. A worker is shown in Bayamon's new plant.

## New Jobs For Its Southwest Bolstering Puerto Rican Life

The bays of Fosforescente and Monsio Jose on the southwest coast of Puerto Rico glow at night, a phenomenon that is luring an increasing number of tourists from the bright lights of San Juan to the remote village of LaParguera.

Bioluminescence, the emission of light from living organisms as a result of internal oxidative changes, is the kind of unusual discovery the Economic Development Administration makes as it carries its Yankee style economic uplifting programs beyond the confines of the 50 states to the islands of Puerto Rico and American Samoa.

The Commerce Department agency recently approved projects for those islands ranging from loans to assist in building industrial plants, recreation and community facilities in Puerto Rico to a grant for planning Samoa's future. It also provided a grant for training workers in Puerto Rico.

Assisting Puerto Rico in the transition from an agricultural economy to a manufacturing-tradetourist economy involves decent-

ralization of the island's tourist industry, now concentrated in the San Juan area.

Thus, begins the discovery of La Parguera and its unusual bays. An EDA grant of \$154,000 toward a \$782,000 sanitation facility for LaParguera will aid the village in developing its tourist industry. A hotel in the area is being expanded. More boat houses are being built and new docks established.

### Focal point

Boqueron, also on the island's southwest, received a \$548,000 EDA grant to help enlarge a tourist center. The project involves construction of 54 low rent vacation cottages for modest income Puerto Ricans and tourists.

Puerto Rico's southwest is the focal point of efforts to halt out-migration to the San Juan area by stimulating industrial and commercial growth in the southwest. A recent EDA grant of \$53,000 will help continue a program of planning the "Southwest Project."

Another grant of \$124,330 to the

Southern Job Development Center at Ponce will be used to train unskilled youth and develop employment opportunities in the region.

Construction of a regional distribution center at the Port of Ponce is expected to create more than 500 new jobs and meet the need for more prompt and less expensive shipments of cargo from the U.S. to Ponce. An EDA grant of \$4,160,000 will help finance the project which includes four warehouse buildings and an administration building. The 526,000 sq. ft. of rental space will include 25,000 sq. ft. of refrigerated facilities.

Community leaders at Ponce expect the new regional distribution center, which will cost a total of \$8,320,000, to provide efficient food handling methods and provide Ponce with a greater variety of goods at lower costs.

Peter Pan Caribe, Inc., received EDA approval of a \$1,635,000 loan to help build a tuna cannery at Ponce. The firm anticipates a work force of 360. The cannery complex, located on the Ponce waterfront, will cost \$5,305,044.

The plant will produce canned tuna and pet foods to be marketed in the United States and in Puerto Rico.

### Still others

Other Puerto Rican industrial developments receiving recent EDA loans include \$606,000 to Flor Quinn, Inc., and Fran-Quam, Inc., for construction of an aromatic chemicals plant at Patilla; \$1,738,000 to Relbec Corp. to establish a plant to manufacture prefabricated housing components in the Rio Pierdras section of San Juan; \$325,000 to Caribe Millwork Corp., for expansion of its wooden doors and custom millwork manufacturing industry; \$801,925 to Frigid Container Corp. of Las Piedras, to help establish a plant.

The planning grant to American Samoa was for \$46,100. It will be used to pay expenses of a professional staff in Pago Pago. —EDA

# **How To Find The Aid That Builds Businesses And Creates New Jobs**

***Federal Funds Are Available To Help Recovery  
When Emergencies Or Disasters Strike An Area***

**C**ommunities at times may experience a sudden rise in unemployment due to some emergency, such as a natural disaster or the closing or severe curtailment of a facility upon which a significant number of the local people rely for jobs.

In such cases, Commerce's Economic Development Administration moves in with assistance in the event of the closing or anticipated closing or curtailment of a facility operated by a major employer. Where it is known in advance that a job-providing operation will be shut down or reduced, EDA can undertake to provide financial aid or help the local people in planning the reuse of the facilities.

## **Continuing aid**

EDA is continuing to furnish assistance to communities under special provision of law. Up to the present, the agency has approved more than 50 projects in which grants or loans are made available to communities or community groups or individual business enterprises to help counteract the impact of

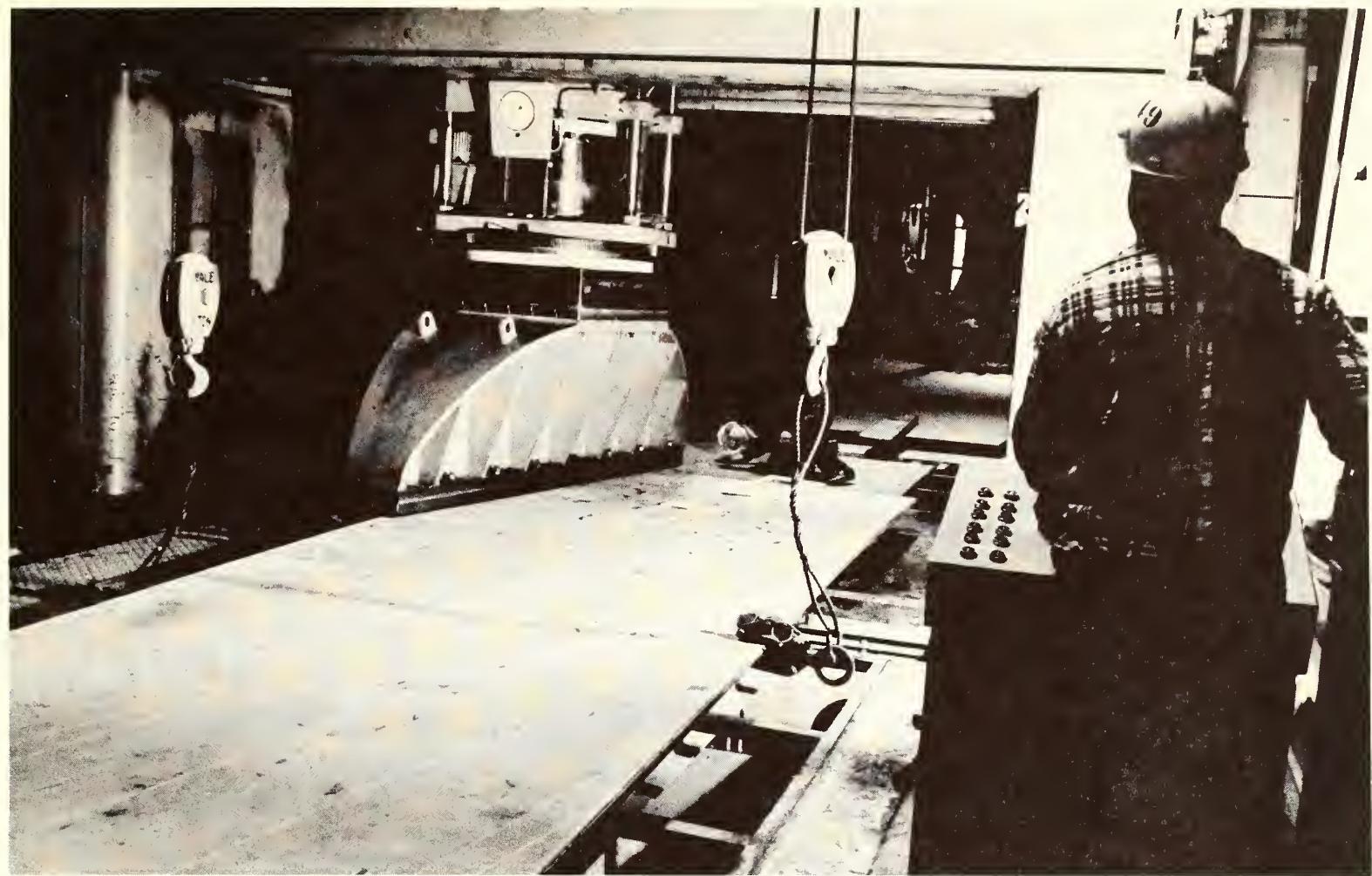
a sudden rise in unemployment. In all cases, the EDA undertakes to give basic aid to projects in which local funds are invested.

An outstanding example of this type of aid is that extended to the Brooklyn Navy Yard and the surrounding neighborhood. This locality was designated as a redevelopment area for EDA assistance August 19, 1966, a few weeks after the yard was closed, because of the high unemployment rate in the area, estimated at the time at 13 percent. Since then, EDA has participated in the conversion and redevelopment of the yard.

## **Meanwhile**

Meanwhile, an agreement was reached for the purchase of the yard from the Federal Government by New York City for \$22,482,965. The purchase agreement was completed June 10, 1970, although the city was given possession of the yard February 6, 1969.

The city transferred the yard in February, 1970, to the Commerce Labor Industry Corporation of Kings (CLICK) under a 70-year lease. CLICK is a non-profit organization



**BACK TO WORK**—Workmen are back on the job, helping to construct supertankers at the Brooklyn

Navy Yard. Formerly, the yard was closed in 1966. It is now undergoing a revival of industrial activity.

formed by community leaders in many fields to develop the navy yard site for industrial use.

To help the city and civic groups with forward-looking efforts to bring jobs into the area, EDA has approved approximately \$1,100,000 in planning and technical assistance. These funds have been made available to organizations such as the New York City Public Development Corporation, CLICK and the Brooklyn Local Economic Development Corporation (BLEDCO).

Reuse of a portion of the old shipyard facilities in Brooklyn is involved in a loan of \$5,850,000 approved by EDA January 30, 1969, for the Seatrail Shipbuilding Corporation of New York City. The purpose of the loan is to renovate buildings and dock facilities and to purchase and install machinery and equipment to build super-tankers for Seatrail Lines, parent company of the shipbuilding corporation.

Other projects approved by EDA for the area follow:

—A \$2,226,000 loan to assist the S and S Paper Machinery Company to expand and add 345 new workers.

—A \$1,430,000 loan to help the National Waste Conversion Corporation build a plant to manufacture organic fertilizer, an operation that would employ about 200 persons.

—A \$948,800 grant to help CLICK rehabilitate three buildings containing more than one million square feet of industrial space.

—A \$525,000 loan to help the Chromium Plating and Polishing Corporation build a new plant at Wythe Avenue and South Fifth Street to enable the company to employ an additional 100 workers.

The area is developing into an industrial center. A number of companies have located in the old abandoned yard. City officials anticipate that industrial growth in the area will result in the creation of 15,000 new jobs.

### In Chicago

Another instance of EDA aid over an extended period is that granted for the Chicago stockyards area, where thousands of jobs have vanished in the years during which operations at the yards have declined and packing plants have closed. This situation has been aggravated by the subsequent shutdown of neighboring manufacturing facilities, with



**IN CHICAGO**—A crane is used to move a concrete tee—a piece of water system equipment—under wires in the former Stockyards area of Chicago. An EDA grant of almost \$5 million is helping the city develop an industrial park in the area and create new jobs.

the result that by July, 1970, area unemployment had risen to 21 percent.

EDA has approved more than \$15 million in funds to revive this area, including public works grants, business development loans, and technical aid. The EDA assistance has been supplemented by nearly \$6 million from city and private sources. Future development over the present decade is expected to involve private investment of \$45 million which would create an estimated 15,000 new jobs.

Omaha, Nebraska, has been another casualty of the transition that has occurred in recent years in the meat-packing industry. To help the community deal with this problem, EDA has approved more than \$5 million in grants for Omaha.

The major project is a \$4,820,000 grant to assist the city in developing a 144-acre industrial park in the meat-packing district of south Omaha. Other funds have been to help establish and staff an economic development unit and to help pay administrative expenses of a mayor's committee of local leaders formed to undertake to solve local job problems. A study by the Midwest Re-

search Institute estimates that the industrial area has a potential for creating 3,900 new jobs by 1975.

EDA has authorized nearly \$10 million in funds, most of its grants, for assistance to areas of Washington State that have been hard hit by sudden and rising unemployment, largely because of cutbacks in the aerospace industry.

Major projects approved for this area include the following:

### Major projects

—A grant of \$2,179,000 to the Port of Seattle, a municipal corporation, to aid in constructing a navigation terminal for containerized shipping operations. Seattle and King County officials report that the project will create or save 400 jobs in connection with the operations of American Mail Line Ltd. at Seattle. The new terminal also is expected to create 100 jobs at the port.

—A grant of \$2,025,000 to the Port of Seattle to help develop a 99-acre area on the Duwamish Waterway as a barge terminal and water-oriented industrial park. Seattle officials say the terminal will provide berthing and marine yard accommodations for container and break-bulk shipping, and will serve as a staging area for shipments in support of oil industry operations in Alaska.

—Grants totaling \$2,070,000 for the port and city of Tacoma to aid in construction of the first phase of the Pierce County Terminal Complex at Tacoma and installation of a water line to serve the facility. This project, which will serve container and conventional ships, is expected to generate new jobs for longshoremen and as well as others on the waterfront.

—A \$1,787,480 grant to help develop industrial and port facilities in Tacoma, including installation of a sewer system to serve the 3,500 acres of the Port of Tacoma Industrial Area and the Port Terminal Area. The new facilities are included in a broad-scale plan of development for the port.

Hurricane Camille in 1969, one of the worst in recorded history, caused enormous devastation to the Mississippi Gulf Coast and adjacent areas and in the process wiped out thousands of jobs and caused a sudden rise in unemployment.

To assist in restoring the economic life of the stricken region, EDA has approved more than \$27 million in grants and loans for 14 projects. Chief among these projects are the following:



**WHEN DISASTER STRIKES**—The devastation of Hurricane Camille left thousands in Mississippi not only homeless, but jobless, due to the destruction of

ports such as this one in Biloxi. EDA is helping rebuild the economy in this depressed area, authorizing more than \$27 million in grants and loans.

—A \$5,190,900 grant to help the city of Biloxi expand its water system and build a new waste-disposal system. The project is expected to provide new job opportunities for persons left unemployed by Camille. Also the improvements will aid in reducing pollution.

—A \$2,779,200 grant and \$926,400 loan to assist the Hancock County Post and Harbor Commission, with offices in Bay St. Louis, to develop a marine industrial park to create new job opportunities for persons who lost their jobs as a result of Camille and through the phasing out of an aerospace test facility in the area.

—A \$6,045,000 loan and \$3,440,400 grant to help establish an industrial plant to manufacture heavy marine equipment in the Bernard Bayou Industrial District at Gulfport. The project, which involves development of a 1,320-acre area of the district, is expected to create more than 1,000 industrial jobs.

—A \$1,998,500 grant to aid in building an access road from U.S. Highway 90 to more than 1,000 acres of industrial land at Pascagoula. More than 600 acres of the tract will be used by the State of Mississippi for the \$130 million shipyard it is building to lease to the Ingalls Shipbuilding Corpora-

tion, a division of Litton Industries. Ingalls plans to employ and train 4,000 additional workers to staff the new division, many of them from the ranks of those left unemployed by Camille.

—A \$1,135,740 grant to help the town of Waveland install a waste collection and disposal system. The project is expected to aid in curbing pollution of the Mississippi Sound and thereby save the coastal community's tourism and shellfish industries.

—A \$2,887,800 grant to aid in building a dock that State officials say will provide more than 350 job opportunities at Gulfport. Construction of the new pier will enable the port to handle additional ships and cargoes. The dock will be equipped with automatic cargo-handling machinery to facilitate the handling of bananas from Latin America. In addition, it will handle general, bulk and containerized cargo.

These are a few of the instances in which the Federal Government, acting as a partner, is helping State and local officials and community business and civic interests to rebuild their economies where emergency situations have caused sudden gains in local jobless ranks.

—*Economic Development Administration*





*After a nor'easter blows across the coastal counties and the tide goes out to sea, the State of Maine is at its finest.*

*There's fresh air, fog, the sound of sea gulls, and—below the sand in the tidal bars—clams and other shellfish waiting to be uncovered and enjoyed.*

## EDA Helps Rescue Jobs of Clam Diggers in Maine

For more than 500 persons in three small communities of Maine's Washington County, at land's end on the Atlantic shore, clam harvesting and processing is more than just a recreational activity—it is their sole means of support. In fact, collecting shellfish is the largest single provider of jobs for the residents of the coastal towns. It means a combined total annual income of about \$500,000 for them.

"The people are happy to have these jobs, but there was a time when their future wasn't as bright," said James B. Coffey, Jr., executive director of the Eastern Maine Development District at Brewer.

"We thought at one time that this historical means of livelihood, at least in the estuary of the Harrington River, faced extinction."

Their jobs were rescued by a \$43,436 grant from the Economic Development Administration. It was approved principally to assist in the construction of a vocational school and, indirectly, to serve as an "S.O.S." action to save the jobs of the commercial clam diggers.

For generations the men and women who bundle themselves in woolens and high rubber boots have tramped the tidal flats of the Harrington River, carrying away clams in an endless number of bushels. In 1965 there were only 108 persons licensed to collect clams on the river, but their work also provided jobs for truck drivers and crews at processing plants.

The combined estimated annual income amounted to nearly \$250,000—a sizable

share of the county's entire income, and the clam diggers looked forward to still better days ahead as the country's interest in high-protein foods soared.

But the picture changed almost overnight and, surprisingly, through a bizarre twist in circumstances aimed at brightening the job outlook for others in the towns though actually endangering the jobs of the clam diggers. In 1965, like many other nonurban communities, Washington County was experiencing an outmigration of its young people to big cities. In an effort to prevent further loss of its youth, the communities constructed a regional vocational high school to be located on the banks of the estuary.

However, construction costs did not allow for treatment facilities, and sewage from the school was to be drained into the river, thereby polluting the waters and rendering the clams inedible.

The jobs of the clam diggers were immediately threatened and their livelihoods and incomes placed in doubt.

Dana Wallace, marine resources scientist with the Maine State Department of Sea and Shore Fisheries, joined local school officials in an appeal to EDA for assistance in adding a sewage treatment facility to the plans.

EDA approved the grant, and the clean-water facility was installed. The effect has been extremely beneficial, Wallace said.

"Not only did we save the jobs of the 108 commercial diggers who were operating in the estuary in 1965," he explained, "but we

allowed the clam production to expand with improved marine conditions."

During 1970, for instance, the number of men and women who raked the river bottom for clams increased to 266, a 144-percent boost over 1965, he added. Production in the 5 years went from 17,000 bushels to 28,000 bushels, a 67-percent increase. Finally, the value of the catch has increased by 79 percent, representing an income to the fishermen alone of nearly \$200,000.

Wallace estimates that for each man who harvests the shellfish, three more persons are employed in allied clam processing, shucking, and transportation fields, and that total income for all persons working as a result of the fishermen is more than double that of the men who rake the sand for the clams.

In other words, total jobs now existing because of the EDA grant are about 500, and total income is about \$500,000, Wallace noted.

This does not include local townspeople, who may harvest up to 1 peck of clams a day without a State license. Their total number is unknown, but their summer harvest for home consumption is believed to be considerable.

"EDA's grant and its interest in helping to save the jobs of these clam diggers was a truly innovative action by the Federal Government," said Coffey.

"It brought a human quality to Government. The grant actually saved jobs and an industry. It helped to keep the future bright for the workers and the towns."

# EDA Projects Help Harrison Grow As a Center for Arkansas District

As a growth center for the Northwest Arkansas Economic Development District, the city of Harrison works to live up to its title and is doing it in many ways.

The city claims these accomplishments in recent years:

- Development of nearly 600 new jobs
- A 10-percent growth in its population
- A growth in its total effective buying income from \$31.4 million to \$43.6 million
- An increase in total assessed valuation of property from \$13.3 million to nearly \$17 million.

"There's no question that the assistance extended to the city of Harrison by the Economic Development Administration was basic to the development of new jobs," said Gerald George, director of economic development for the district.

"Without this assistance, there probably would not be an industrial park in the city and without that—no industry."

EDA began its partnership with Harrison in June 1966 when it approved a \$169,000 grant to extend water and sewer facilities to a development that included an industrial park, a regional airport, and a vocational-technical school site.

EDA later backed up the initial grant with a \$44,000 supplemental grant to complete the project.

With this go-ahead signal to start its industrial development, the city set out to attract new job-producing industrial firms. It lined up three that are now in operation in the industrial park. They employ a total of 150 persons—all in new jobs.

EDA then approved a \$180,000 grant as its share in a \$900,000 expansion of an existing waste-treatment plant to serve the new industries.

Another \$149,000 grant was approved in June 1970 by EDA to develop an access road and additional water resources for Boone County Regional Airport.

Companies that have located plants in the industrial park are the Cloud Corporation, Rock City Packaging, Inc., and the Southern Precision Industrial Corporation. All of them, according to George, are operating at capacity and producing weekly paychecks for the 150 persons on their staffs.

This first-step development served as the stimulus for other existing firms to expand and new ones to be attracted to the growth center. Ten existing firms expanded their operations and added 350 jobs.

The Allbright-Nell Company and the Claridge Products and Equipment Company also selected Harrison as the home of their new plants, providing another 50 new jobs to be filled by residents of the area. These companies chose to locate in an area other than the industrial park.

"EDA has been a great help to this development," said George.

"With the cost of improving public utilities the way it is, the city could never have started with that first sewer and water service to the park without the EDA help. EDA was the catalyst that started it going."

Along the way, the agency made a \$150,000 grant toward the \$600,000 expansion of the Boone County Hospital to help make the city more attractive for new industry.

The Twin Lakes Vocational-Technical School, which was constructed near the park, has already trained some 600 youths



*ROOM FOR EXPANSION*—Home to three new industries providing jobs for 150 persons, Harrison's industrial park still has ample room for more tenants in its 129 acres (shown by dashed line). Boone County Regional Airport is at left.

and adults from six surrounding counties in technical occupations. Practically all the trainees are presently employed in Arkansas.

The regional airport was completed at a cost of \$1.3 million, making commercial airline service available to nine surrounding counties.

The list of achievements goes on—among them, a new fire station to serve an industrial section of the city, and a \$2.7-million urban renewal project.

Best evidence of the upswing in Harrison's economy are figures on annual incomes. Households having \$10,000 to spend increased from 6.3 percent in 1966 to 17.2 percent in 1969. Those above \$8,000 but less than \$10,000 jumped from 5.9 percent to 10.1 percent during the period, and those with \$3,000 to less than \$5,000 dropped from 27 percent to 19.6 percent.

Increased incomes and new jobs tell much of Harrison's story as a growth center. By planning for growth, the city has created a vitality that has spread throughout the nine counties of the economic development district.

## Northwest Arkansas Publishes Calendar

A quarterly calendar of events of interest to tourists is being published by the Northwest Arkansas Economic Development District, Inc., of Harrison, Arkansas.

Dogpatch, USA; passion plays; arts and crafts, quarter-horse races, and county fairs being held in the nine counties of the District are listed. Distribution of 1,000 copies per issue is made to hotels, motels, chambers of commerce, news media, and a growing number of request subscribers.

The District also publishes a roundup of permanent attractions, such as manmade recreation lakes and Civil War battlefields.

So far, no survey has been made of the effectiveness of the calendar, according to Executive Director Donald A. Raney. "We know we are being read," he says, "because we keep getting requests from people who want to be added to the list."

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